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Reference

DEPARTMENT OF THE ARMY FIELD MANUAL

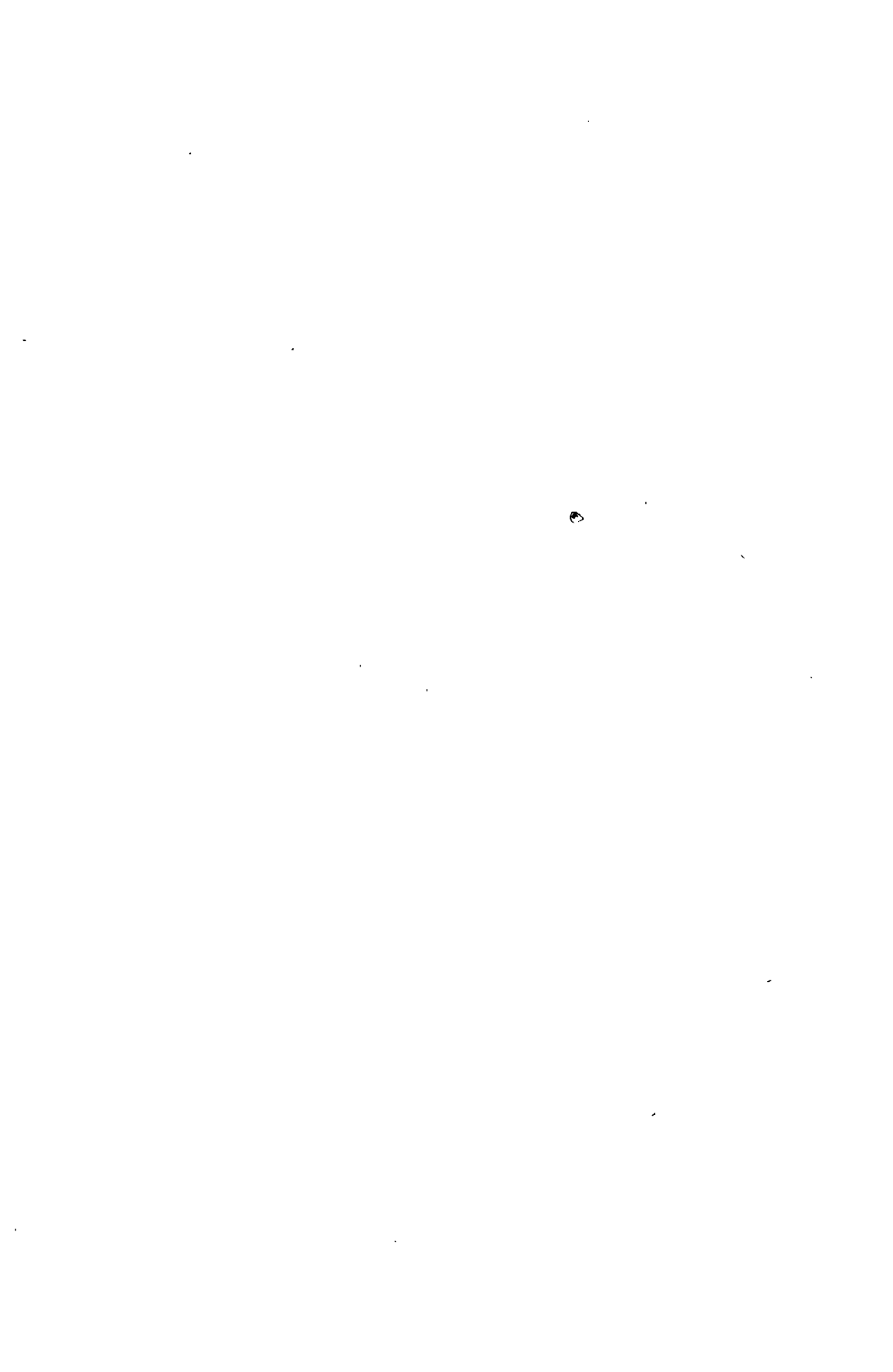
DEPARTMENT OF THE ARMY PLANNING AND PROGRAMMING MANUAL

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HEADQUARTERS, DEPARTMENT OF THE ARMY

OCTOBER 1957



PREFACE

This manual presents the planning and programming methods and procedures of the Army for use by staff officers of Headquarters, Department of the Army, for information of commanders and staff officers in subordinate echelons, and students at senior Army schools. To facilitate an understanding of the system, the manual includes a discussion of the various influences and considerations outside the Department of the Army which affect planning and programming.

While certain portions of this manual establish procedures both for war and mobilization planning and for application of the Army Program System, its basic purpose is guidance. This manual should be used in conjunction with the AR 11-series.

The time periods discussed herein represent the ideal. However, they may vary due to a delay or change in basic guidance. Many of the subjects discussed are now under study, and changes in detail may be required after publication of this manual. Broad concepts are less subject to change and will likely remain valid until this manual is revised.

FIELD MANUAL

No. 101-51

HEADQUARTERS,
DEPARTMENT OF THE ARMY
WASHINGTON 25, D. C., 1 October 1957

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PART ONE
PLANNING
CHAPTER 1
FUNDAMENTAL CONSIDERATIONS

**Section I. PLANNING RESPONSIBILITIES WITHIN THE
DEPARTMENT OF DEFENSE**

1. Organization and Functions of the Department of Defense

a. The planning responsibilities of the Department of Defense stem from its missions and functions. These missions and functions are not static; they are complex and varied. In some cases, broad missions laid down by higher authority lead to collateral missions. The detailed missions and functions of the Department of Defense are contained in section II, SR 10-1-1.

b. Figure 1 shows the organization of the Department of Defense. Detailed information concerning this department and other government agencies may be found in the current issue of the United States Government Organization Manual.

2. Organization and Functions of the Joint Chiefs of Staff

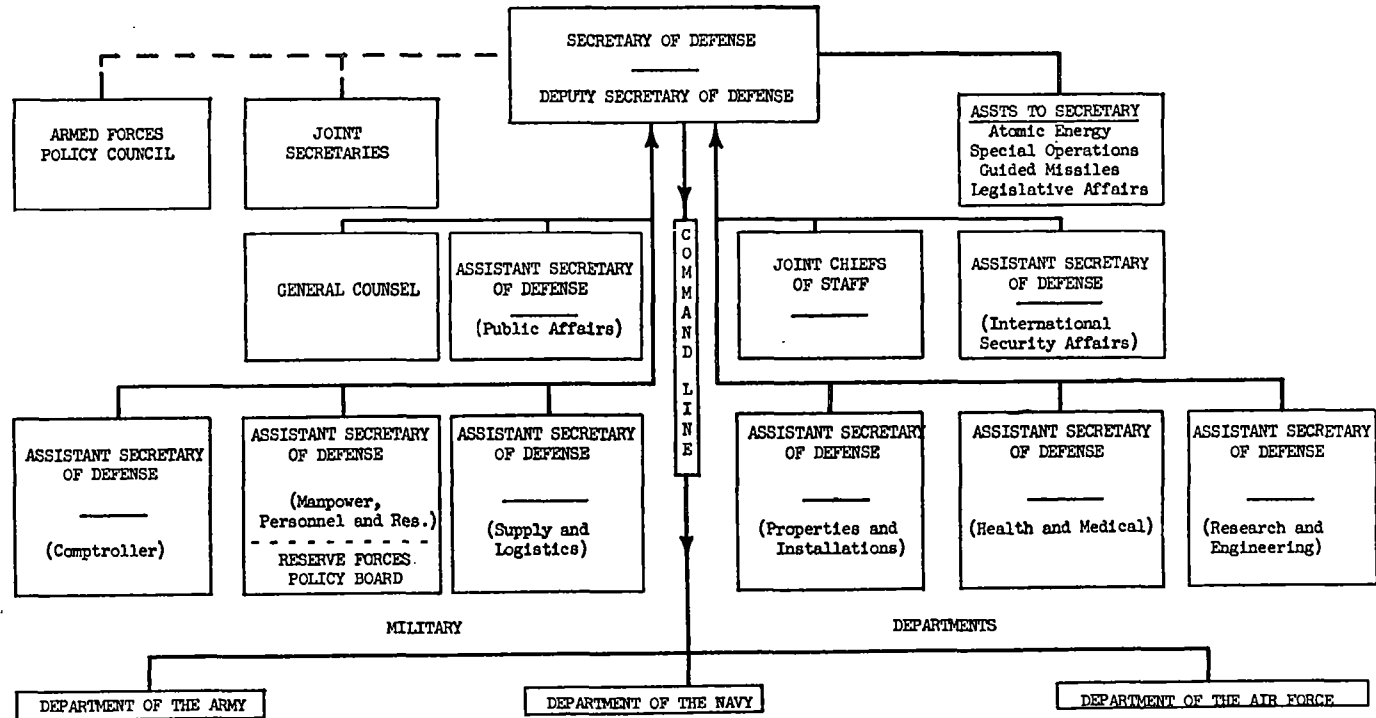
a. The Joint Chiefs of Staff (JCS) are responsible for providing joint planning guidance to all Department of Defense agencies. They are assisted in the performance of their responsibilities by the Joint Staff and other JCS agencies. The functions of the JCS are as follows:

(1) *General.* The JCS, consisting of the Chairman; the Chief of Staff, U. S. Army; the Chief of Naval Operations; and the Chief of Staff, U. S. Air Force are the principal military advisers to the President, the National Security Council and the Secretary of Defense. The Commandant of the U. S. Marine Corps is authorized by law to claim an equal interest in any matter he considers of direct concern to the Marine Corps.

(2) *Specific.* Subject to the authority and direction of the President and the Secretary of Defense, it shall be the duty of the JCS—

(a) To prepare strategic plans and to provide for the strategic direction of the Armed Forces, including guidance for the operational control of forces and for the conduct of combat operations.

ORGANIZATION OF DEPARTMENT OF DEFENSE
(as of 5 March 1957)



LEGEND - - - Advisory

Figure 1. Organization of the Department of Defense.

- (b) To prepare joint logistic plans and to assign to the military services logistic responsibilities in accordance with such plans.
- (c) To prepare integrated joint plans for military mobilization, and to review major material requirements and personnel qualifications and requirements of the Armed Forces in the light of strategic and logistic plans.
- (d) To promulgate to the individual departments of the Department of Defense general policies and doctrines in order to provide guidance in the preparation of their respective detailed plans.
- (e) As directed by proper authority, to participate in the preparation of combined plans for military action in conjunction with the armed forces of other nations.
- (f) To establish unified, joint, and specified commands in strategic areas when such commands are in the interest of national security.
- (g) To determine what means are required for the exercise of JCS established commands, and to recommend to the Secretary of Defense the assignment to individual military departments the responsibility of providing such means.
- (h) To approve policies and doctrines for—
 1. Joint operations, including joint amphibious and airborne operations, and for joint training.
 2. Coordinating the education of members of the Armed Forces.
- (i) To recommend to the Secretary of Defense the assignment of primary responsibility for any function of the Armed Forces requiring such determination.
- (j) To prepare and submit to the Secretary of Defense, for his information and consideration in furnishing guidance to the Departments for preparation of their annual budgetary estimates and in coordinating these budgets, a statement of military requirements which is based upon agreed strategic considerations, joint outline war plans, and current national security commitments. This statement of requirements shall include: tasks, priority of tasks, force requirements, and general strategic guidance concerning development of military installations and bases, equipping and maintaining the military forces, and research and development, and industrial mobilization program.
- (k) To provide United States representation on the Military Staff Committee of the United Nations, in accordance with the provisions of the Charter of the United Nations and representation on other properly authorized military staffs, boards, councils, and missions.

b. Figure 2 shows the organization of the JCS.

ORGANIZATION OF THE JOINT CHIEFS OF STAFF
(as of 11 April 1957)

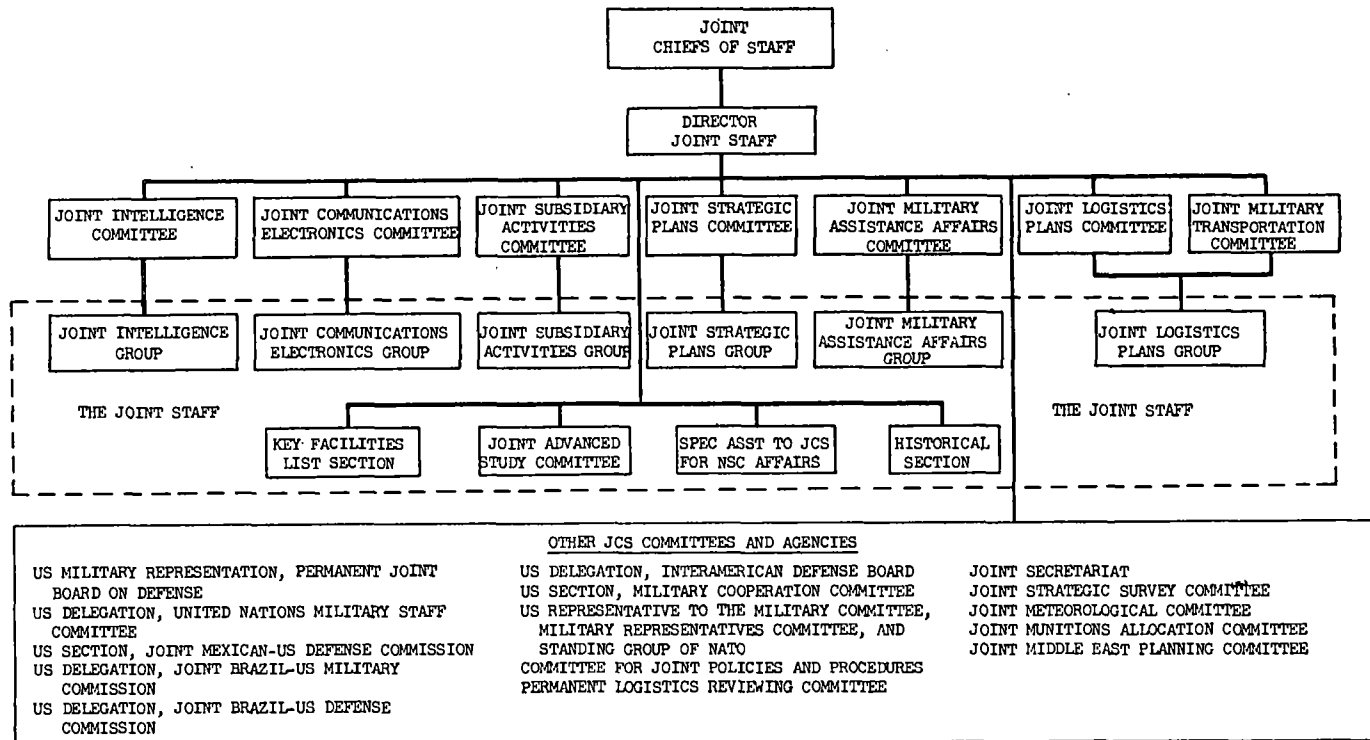


Figure 2. Joint Chiefs of Staff.

3. Coordination With Agencies Outside the Department of the Army

a. The efforts of the Army staff planner supplement the planning activities of the JCS and other Department of Defense agencies. Army plans and estimates must reflect joint agreements, plans, directives, and the current mobilization base. This necessitates Army coordination with other agencies on major policy matters.

b. Service coordination on JCS matters is attained through the mechanism of the joint staff wherein members of the joint staff working in conjunction with officers of the services arrive at coordinated recommendations on joint plans and policy. This coordination is usually finalized by the appropriate joint committees of the JCS organization and approved by the JCS.

c. Liaison is maintained with other agencies of the Department of Defense. On matters involving major policies, clearance is obtained from the Office, Chief of Staff and the corresponding offices of the Office, Secretary of the Army, prior to coordination with Department of Defense agencies. Examples of coordination with Department of Defense are—

Comptroller of the Army (COA) with the Assistant Secretary of Defense, Comptroller.

Deputy Chief of Staff for Personnel (DCSPER) with the Assistant Secretary of Defense, Manpower, Personnel and Reserve.

Deputy Chief of Staff for Logistics (DCSLOG) with the Assistant Secretaries of Defense, Supply and Logistics and Properties and Installations.

4. Coordination With Civilian Agencies of the Government

Coordination with a considerable number of Federal Agencies is required in war and mobilization (including demobilization) planning. Communication with civilian agencies is normally on a more formal basis than that with Department of Defense agencies. As an example of contact with these agencies, there is liaison between—

Comptroller of the Army (COA) and the Bureau of the Budget.

Deputy Chief of Staff for Personnel (DCSPER) and Selective Service System.

Assistant Chief of Staff, Intelligence (ACSI) and Central Intelligence Agency.

Deputy Chief of Staff for Military Operations (DCSOPS) and the Department of State.

Section II. JOINT PROGRAM FOR PLANNING

5. Basis

a. The Joint Program for Planning, published by the JCS, provides for the preparation of joint strategic planning documents covering three

separate but related time periods, as outlined in paragraph 6. These joint documents are used as guidance for the preparation of Service plans, estimates, and programs covering the same time periods. All such documents or plans are revised annually.

b. There are many sources of research and development guidance. No single joint source exists. Therefore, the Services take for each specific plan or estimate the particular research and development guidance which is appropriate.

6. Joint Strategic Plans

a. The three joint strategic planning documents prescribed by the JCS are as follows:

- (1) The Joint Long Range Strategic Estimate (JLRSE).
- (2) The Joint Strategic Objectives Plan (JSOP).
- (3) The Joint Strategic Capabilities Plan (JSCP).

b. The purpose and scope of these documents are described in chapters 2, 3, and 4 respectively; and the schedule for preparation is shown in figure 3.

7. Joint Logistic Planning

a. Joint logistic planning guidance is defined as the assignment of logistic responsibilities prescribed by the Joint Chiefs of Staff and required by the services, unified, specified and joint commands, and other joint agencies for further planning and/or implementation in the field of logistics.

b. The joint logistic planning guidance furnished in support of each of the three joint strategic planning documents listed in paragraph 6a, is covered in chapters 2, 3, and 4 respectively.

8. Joint Intelligence Planning

a. The Joint Program for Planning specifies that appropriate joint intelligence information will be developed annually to serve as the principal intelligence basis for the development of the JLRSE, JSOP, and JSCP. This intelligence information will—

- (1) Provide for the JLRSE an appraisal of the factors and trends which may influence foreign countries (friendly and neutral as well as enemy) to undertake military, economic, political or psychological courses of action which could affect the security and well-being of the United States. It will also estimate the type of conflicts which could occur, and the general geographic areas of such conflicts.
- (2) Provide for the JSOP and JSCP an appraisal of over-all enemy capabilities and vulnerabilities and the probable courses of action open to the enemy.

b. The Joint Program for Planning also provides for the annual preparation of map and chart annexes for the JSOP and JSCP.

SCHEDULE FOR PREPARATION OF JOINT PLANS AND ESTIMATE

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
JOINT LONG-RANGE STRATEGIC ESTIMATE (JLRSE)		PREPARATION OF THE INTELLIGENCE ESTIMATE BY JOINT INTELLIGENCE COMM. STEP 1		PREPARATION AND CONSIDERATION BY JOINT STRATEGIC PLANS COMMITTEE IN COLLABORATION WITH JOINT LOGISTICS PLANS COMM. AND JOINT INTELLIGENCE COMM. STEP 2			CONSIDERATION AND NOTATION BY JOINT CHIEFS OF STAFF. SCHEDULED NOTATION DATE 30 SEP. STEP 3					
JOINT STRATEGIC OBJECTIVES PLAN (JSOP)	CONTINUATION OF STEP 2 (PREPARATION OF JSOP)	PREPARATION OF THE LOGISTIC IMPLICATIONS OF THE JOINT STRATEGIC OBJECTIVES PLAN BY JOINT LOGISTICS PLANS COMMITTEE STEP 3		CONSIDERATION AND APPROVAL OF JOINT STRATEGIC OBJECTIVES PLAN BY JOINT CHIEFS OF STAFF. SCHEDULED DATE OF APPROVAL 31 MAY STEP 4				PREPARATION OF THE INTELLIGENCE ESTIMATE BY JOINT INTELLIGENCE COMM. STEP 1		1. PREPARATION AND CONSIDERATION OF JOINT STRATEGIC OBJECTIVES PLAN BY JOINT STRATEGIC PLANS COMMITTEE IN COLLABORATION WITH JOINT LOGISTICS PLANS COMMITTEE AND JOINT INTELLIGENCE COMMITTEE. 2. CONCURRENT PREPARATION OF LOGISTIC ANNEX BY JOINT LOGISTICS PLANS COMM. STEP 2		
JOINT STRATEGIC CAPABILITIES PLAN (JSCP)					PREPARATION OF THE INTELLIGENCE ESTIMATE BY JOINT INTELLIGENCE COMM. STEP 1		1. PREPARATION & CONSIDERATION OF JOINT STRATEGIC CAPABILITIES PLAN BY JOINT STRATEGIC PLANS COMM IN COLLABORATION WITH THE JOINT LOGISTICS PLANS COMM. 2. CONCURRENT PREPARATION OF LOGISTIC ANNEX TO JOINT STRATEGIC CAPABILITIES PLAN BY JOINT LOGISTICS PLANS COMM. STEP 2			CONSIDERATION AND APPROVAL OF JOINT STRATEGIC CAPABILITIES PLANS BY JOINT CHIEFS OF STAFF. SCHEDULED DATE OF APPROVAL 31 DEC. STEP 3		
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC

Figure 3. Schedule for preparation of Joint plans and estimates.

c. Dates of approval of the joint intelligence estimates and of the map and chart annexes are listed in chapters 2, 3, and 4 respectively.

Section III. PLANNING RESPONSIBILITIES WITHIN THE DEPARTMENT OF THE ARMY

9. Missions and Functions of the Department of the Army

The planning responsibilities of the Department of the Army stem from its missions and functions. The detailed missions and functions of the Department of the Army are contained in AR 10-5.

10. Planning Responsibilities

a. The Chief of Staff of the Army is directly responsible to the Secretary of the Army for the preparedness of the Army for military operations and plans therefor.

b. The Deputy Chief of Staff for Military Operations is responsible to the Chief of Staff for directing, supervising, and coordinating preparation of all Army plans, including Army aspects of joint plans, and of the troop basis for major units and deployments. Assistance is obtained from the Army Staff, the Commanding Generals, United States Continental Army Command, the United States Army Air Defense Command, Oversea Army Commands, and JCS established commands.

c. The Deputy Chief of Staff for Military Operations represents the Army at appropriate levels of the National Security Council organization; is the Army Operations Deputy for the JCS; and advises the Chief of Staff on JCS matters.

d. Participation in war and mobilization planning by the various staff agencies within Headquarters, Department of the Army is listed below:

- (1) Deputy Chief of Staff for Personnel is responsible for planning, coordinating and supervising—
 - (a) The formulation of policy for procurement, distribution, promotion, personnel management, welfare, effective utilization, control, and separation of military personnel.
 - (b) The formulation and administration of a system of decentralized civilian personnel management, to include control policy, program, regulatory control and direction, evaluation at all echelons, and representation of the Headquarters, Department of the Army on civilian personnel matters to government and outside agencies.
 - (c) The Mobilization Troop Program in support of the Army Strategic Capabilities Plan.
- (2) Assistant Chief of Staff, Intelligence—
 - (a) Plans, coordinates, and supervises the collection and evalua-

- tion of information and the production, maintenance, and dissemination of intelligence required to provide security, to insure early warning against enemy actions, and to support mobilization and war plans of the Army.
- (b) Supervises the procurement, training, and assignment of intelligence personnel.
 - (c) The formulation of policies and procedures for safeguarding classified defense information.
 - (d) Supervises counterintelligence activities, including direction of Counter-Intelligence Corps.
 - (e) Supervises military mapping.
- (3) Deputy Chief of Staff for Military Operations—
- (a) Formulates, develops, or monitors the preparation and revision of the various war, mobilization, and demobilization plans and programs, in conjunction with appropriate agencies, and directs and coordinates their implementation. These include the Army Requirement Development Plan (ARDP), the Mid-Range Estimate (MRE), the Army Strategic Objectives Plan (ASOP), the Army Strategic Capabilities Plan (ASCP), the Army Mobilization Capabilities Study (AMCS), and Limited War Capabilities Study (LWCS).
 - (b) Directs, supervises and coordinates the execution of approved Army plans in all military operational activities, and coordinates implementing plans therefor.
 - (c) Has responsibility for all strategic and tactical military organization, and training matters and activities of the Department of the Army and the formulation of policies related thereto.
 - (d) Prepares specific estimates of the situation and recommendations as to strategic concepts, missions, force requirements, and the like, and provides Department of the Army guidance essential to combined and joint strategic planning.
 - (e) Prepares, in conjunction with DCSLOG, the Mobilization Requirements in Support of the Army Strategic Objectives Plan (MOB-R-ASOP).
- (4) Deputy Chief of Staff for Logistics—
- (a) Prepares the logistics portion of war plans, estimates, and the mobilization programs.
 - (b) Has specific responsibility for logistics planning as it pertains to materiel, facilities, transportation, technical services, and procurement (responsible to ASA (LOG) as well as to The Chief of Staff).
 - (c) Prepares the logistics portion of the Logistics and Personnel Annexes of war plans and estimates.

- (d) Furnishes planning guidance to include changes in logistic organization and procedure, allocation of logistic responsibilities, establishment of logistics policies and factors.
 - (e) Develops the logistics phases of plans and projects and coordinates the efforts of the Technical Services in this field.
 - (f) Provides assistance to DCSOPS and the Technical Staffs and services in the determination of service support for inclusion in the TOE Troop Basis Annex to the Mobilization Troop Program.
 - (g) Coordinates the efforts of agencies in determining supply and service requirements to support plans.
 - (h) Prepares in conjunction with DCSOPS, the Mobilization Requirements in Support of the Army Strategic Objectives Plan (MOB-R-ASOP).
- (5) Assistant Chief of Staff for Reserve Components—
- (a) Participates in the preparation of Army war and mobilization plans by furnishing projected strengths and status of reserve component units.
 - (b) Plans activation, reorganizations, and training of Reserve component Army forces to meet requirements of approved Joint and Army war and mobilization plans.
- (6) The Comptroller of the Army (COA)—
- (a) Prepares the Comptroller chapters of the MRE and ASOP, and annexes to war and mobilization plans. The Comptroller annex includes policy guidance in matters pertaining to budget, fiscal, audit, management engineering, accounting, and program review and analysis.
 - (b) Is responsible to the Secretary of the Army as well as the Chief of Staff for integrating the review and analysis of Army programs and recommending administrative organizational changes to meet the requirements of war.
 - (c) Prepares legislative proposals and programs pertaining to appropriation acts.
- (7) The Chief of Research and Development (CRD)—
- (a) Prepares the Research and Development portion of Army plans and estimates, and Army comments on the research and development portion of Joint or Department of Defense plans and estimates.
 - (b) Develops ideas for the application of current technology to weapons, equipment, techniques, and strategy of the Army. Presents such ideas to other Army agencies for consideration in the development of strategic, tactical, and organizational concepts.
 - (c) Furnishes to other Army agencies, estimates of technological progress and capabilities for specific planning periods.

- (d) Prepares the Research and Development Mobilization Program.
- (8) The Chief of Special Warfare, under the supervision of DCSOPS—
 - (a) Insures that the psychological implications of U. S. military elements and activities in foreign areas are fully exploited in support of national and theater objectives.
 - (b) Provides and/or develops Army position for the determination of departmental policy, indoctrination, and guidance for the exploitation of the psychological implications of national actions.
 - (c) Formulates and develops psychological and unconventional warfare plans for the Army in consonance with established policy, and recommends policies for, and exercises staff supervision of, the conduct of Department of the Army activities in this field.
- (9) The Chief of Information (CINFO)—
 - (a) Prepares plans and policies for, and coordinates and supervises, Army public and troop information activities in accordance with policies established by Secretary of Defense and Secretary of the Army.
 - (b) Develops and coordinates Headquarters, Department of the Army information plans and programs in support of Army plans and programs.
- (10) The Chief of Legislative Liaison (CLL)—
 - (a) Participates in war and mobilization planning to insure that legislative and other Congressional implications are fully considered.
 - (b) Supervises the preparation and maintenance of legislative files and drafts of bills, executive orders, and proclamations which would be required by the Department of the Army in the event of war or other national emergency.
- (11) The Chief of Civil Affairs and Military Government (CAMG), under the supervision of DCSOPS, formulates and develops civil affairs/military government aspects of Department of the Army mobilization, operational and logistical plans and programs, and reviews all such plans for civil affairs/military government implications.
- (12) The head of each Special Staff Agency has a staff function at the Department of the Army level in the sphere of activity for which he is responsible. In this capacity, each assists in preparing the various portions of plans. For example, the Chief Signal Officer advises DCSOPS concerning operational communications requirements, coordinates with DCSOPS in preparing the Signal portion of the Troop List, and collaborates with

Deputy Chief of Staff for Logistics, in preparing the logistics portion of the Logistics and Personnel Annex. Certain of these Special Staff heads also function as commanders, and prepare plans for their respective agencies in support of Department of the Army plans.

11. Cooperation and Coordination Among Army Staff Planners

a. Because a great many details enter into the creation of Army plans, the planner must gather information from all possible sources. Therefore, it is essential that planners in one agency become well acquainted with their opposite numbers in other Department of the Army agencies in order to facilitate planning.

b. As the final development of each portion of a plan progresses, the solution of specific problems will be arrived at by thorough coordination among all agencies.

12. Intelligence Considerations in Joint and Army Planning

a. In the initial formative stage of any proposed plan, the intelligence warning requires careful consideration. Frequently the intelligence warning establishes the basic requirement for the plan.

b. In a critical situation, this intelligence warning may be a report or flash warning prepared by one of the national intelligence agencies. Normally, it will evolve through periodic reports and studies compiled by the service intelligence agencies and the Central Intelligence Agency.

c. These intelligence agencies disseminate to all interested staff agencies periodic reports, studies, and estimates pertaining to a given area or station.

d. Each service intelligence agency integrates these various non-periodic studies into a firm intelligence background for its own service staff.

e. Where a joint plan is contemplated, these individual agency contributions should be merged into joint intelligence as early as possible.

f. Contributions of the intelligence agencies for inclusion in various staff projects should clearly show and retain their identity as intelligence documents. Staff contributions from agencies other than intelligence, which parallel or overlap into accepted intelligence, are cleared with the intelligence agency of the service concerned prior to injection into a planning document.

g. Accepted intelligence must not be tailored to fit planning assumptions; the latter must be based on the former.

h. Staff intelligence afforded to the general staff frequently will be in the form of an intelligence estimate. (See format in app. II.) This estimate forms the base around which a plan is evolved and it generally dictates the force tabs and the general concept of operations. (See format, app. X.)

i. Upon approval of a basic plan, the intelligence agencies concerned prepare supporting plans as necessary. These intelligence support plans (ISP's) must be formulated as early as feasible to insure that such long lead-time-requirements as maps, linguists, and special publications will not preclude full intelligence support of the basic plan. Pending the formal preparation of the ISP, the formulation of an intelligence implications study may be resorted to in order to disclose areas requiring immediate planning action.

Section IV. RELATIONSHIP AMONG WAR PLANS, MOBILIZATION PLANS, AND PROGRAMS

13. Interrelation of Plans and Programs

a. The Army planning process is divided into three planning periods. Each planning period covers a specific area for the development of Army plans and supports the Joint plans as indicated in figure 4. The three planning periods are—

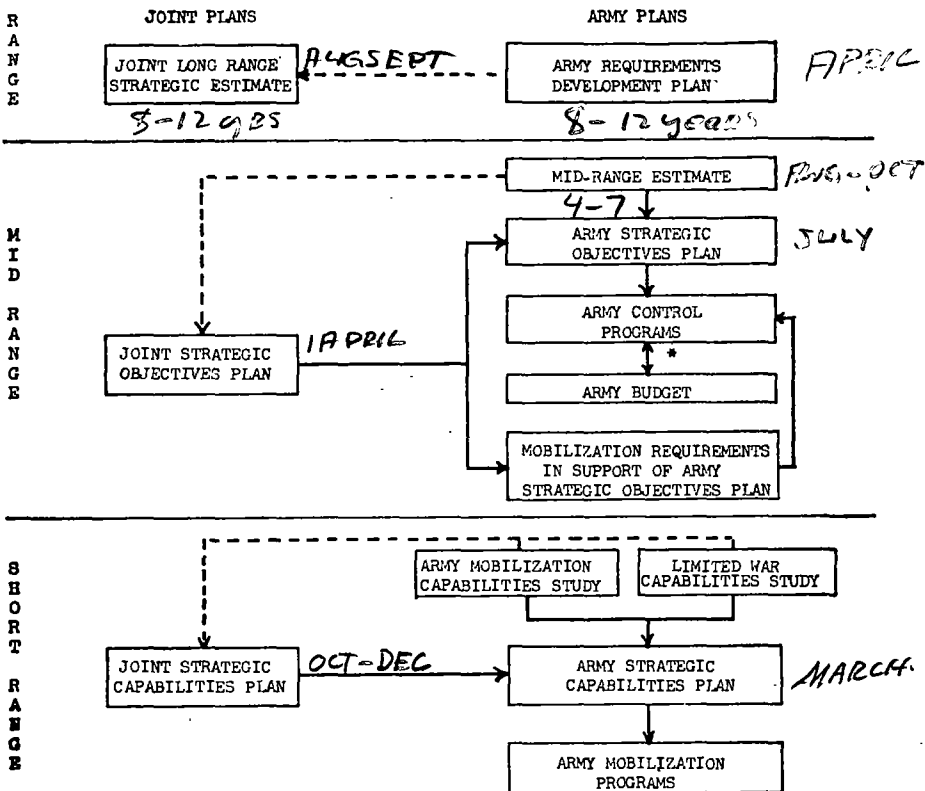
- (1) Long range period: develops strategic requirements.
- (2) Mid range period: develops strategic objectives.
- (3) Short range period: states strategic capabilities.

b. Long range planning is broad in scope, forms the military basis for the evolution of American military philosophy, shapes the long range development of the Army, provides guidance for research and development, and definitive guidance for long range positions on NSC and JCS policies and plans. It is based upon military requirements and furnishes guidance and continuity for mid range planning. The document produced in the long range period is the Army Requirements Development Plan which covers a 4-year period starting eight years subsequent to its dissemination.

c. Mid range planning establishes objectives stated in terms of major forces, strengths, facilities, and material, for three years of a war commencing on an assumed D-day of 1 July four years subsequent to the scheduled date of approval of the document prepared for this period. It provides guidance for conditions of cold war or military conflict short of general war or for general war. These stated objectives are translated into the Army Control Programs and form the basis for the annual budget requests for the fiscal year beginning two years subsequent to the scheduled date of approval of the document. Documents produced by midrange planning are—

- (1) The Army Mid Range Estimate which provides an initial Army position to be used in the development of the Joint Strategic Objectives Plan.
- (2) The Army Strategic Objectives Plan, based on the Joint Strategic Objectives Plan which provides guidance for Army Mid

JOINT - ARMY PLANNING RELATIONSHIPS



LEGEND
 ————— GUIDANCE
 - - - - - ARMY INITIAL POSITION

* WHEN THE INITIALLY DEVELOPED BUDGET UNDERGOES A SUBSEQUENT CHANGE RESULTING FROM DECISIONS BY HIGHER AUTHORITY, THESE CHANGES ARE REFLECTED THROUGH A CORRESPONDING REVISION OF THE CONTROL PROGRAM

Figure 4. Joint-Army planning relationships.

Range Planning with particular relation to programming and budgeting.

- (3) Mobilization Requirements in Support of Army Strategic Objectives Plan which expands the guidance contained in the Army Strategic Objectives Plan to provide detailed guidance for the computation of mobilization, logistical and personnel requirements for a specified period of war. While these requirements are used primarily in budgetary processes, they

are also useful for such purposes as computations for raw materials and transportation requirements.

- (4) The Army Control Programs are published by the Department of the Army to prescribe the work to be accomplished within the Army during a specified time period. They state general and specific objectives in designated functional areas and outline policies to be followed to achieve the objectives. In general, control programs summarize the effort required in peacetime to develop and maintain the Army and to provide an adequate mobilization base in the event of war.
- (5) The Army Budget is developed in support of the Army Control Programs. It is prepared after the initial control programs objectives are established.

d. Short range planning sets forth the actions the Army will undertake for a war which begins with little or no prior warning. It deals in resources which the Army has in its possession at D-day, which, in their sum total, constitute a capability. Short-range planning produces the following planning documents:

- (1) The Army Mobilization Capabilities Study which measures current or projected capabilities against specified objectives and thus provides guidance for capabilities planning.
- (2) The Limited War Capabilities Study evaluates the Army capability and readiness to react to limited war situations. This study supports that portion of the Army Strategic Capabilities Plan which outlines operations short of general war.
- (3) The Army Strategic Capabilities Plan which develops and expands on the guidance contained in the Joint Plan. It sets forth the strategic concept for a war to be fought with current forces and resources.
- (4) The Army Mobilization Plans and Programs provide for the expansion of the Army from its then current base to its full potential, phased to provide the forces required for implementation of the Army Strategic Capabilities Plan.

CHAPTER 2

LONG RANGE PLANNING

Section 1. JOINT LONG RANGE STRATEGIC ESTIMATE

14. Purpose

The purpose of the Joint Long Range Strategic Estimate (JLRSE) is to provide a broad background strategic appraisal which will assist in the development of military policies, plans and programs, and to provide assistance in the review of existing and proposed national security objectives and policies.

15. Scope

The JLRSE considers the 4-year period which starts on 1 January approximately 8 years subsequent to its dissemination, and—

a. Appraises in broad terms world situations affecting the U. S. security that may exist or develop during the period of the estimate, including possible national and bloc alignments (friendly and neutral as well as enemy).

b. Considers the factors and trends which may influence these nations or alignments to undertake military, economic, political or psychological courses of action which could affect the U. S. security and well-being.

c. Considers the type and nature of these courses of action, the probable geographic areas of international conflict, and the weapons and techniques likely to be employed.

d. Appraises possible U. S. courses of action to counter potential developments in the world situation which could adversely affect the U. S. security and well-being.

e. Develops the strategic concepts and considers the military posture required to support the most probable U. S. long range national policies to accomplish the basic national objectives of the United States.

16. Timing

The JLRSE is scheduled for notation and dissemination annually by the JCS by 30 September. It is prepared during the period 1 April through 31 July of each year.

17. Intelligence

The Joint Intelligence Estimate providing the basis for the JLRSE is prepared annually at such time as to permit approval by the Joint Intelligence Committee on 31 March.

18. Logistics

Joint Logistic planning reflects, as appropriate, the broad logistic considerations of the JLRSE.

Section II. ARMY LONG RANGE PLANNING

19. Purpose

The purpose of the Army Requirements Development Plan (ARDP) are to provide guidance for—

- a. Mid range planning.
- b. Research and development.
- c. The orderly and progressive development of the Army's capabilities for the long range period.
- d. Development of Army positions on JCS and NSC policies and plans.

20. Scope

The ARDP covers the same period as the JLRSE, and—

- a. Presents a forecast of trends in world-wide political, economic, and technological spheres of action which can be expected to bear on the national security of the United States.
- b. Projects an estimate of the possible situation and outlines a military strategy for countering the anticipated threats to national security during the period covered by the plan.
- c. Develops the broad, qualitative requirements of the Army in tactics, techniques, organization, and materiel. It outlines the magnitude of forces and the general nature of the deployments necessary to implement the strategy outlined in the plan.
- d. Establishes the long range goals toward which the Army direct its research and development effort.

21. Timing

The ARDP is prepared or revised annually in time for its use by the Army planners participating in the development of the JLRSE. Since the anticipated submission of the JLRSE to the Joint Chiefs of Staff is 1 August, the ARDP is prepared or revised during the period 1 November to 30 March of each year.

CHAPTER 3

MID RANGE PLANNING

Section I. JOINT MID RANGE PLANNING

22. Joint Strategic Objectives Plan

A Joint Strategic Objectives Plan (JSOP) is prepared annually by the Joint Strategic Plans Committee with the concurrence of the Joint Strategic Survey Committee on the strategic concept, and in collaboration with the Joint Logistics Plans Committee and the Joint Intelligence Committee. The JSOP accomplishes the following:

a. Translates the national objectives and policies of the United States into terms of military objectives, military strategy, and basic military undertaking which are considered to be reasonably attainable during the mid range period.

b. Provides strategic planning guidance in the mid range period under conditions of—

- (1) Cold war or military conflict short of general war.
- (2) General war.

c. Provides guidance for—

- (1) The determination of and the disposition, employment and support of U. S. military forces considered necessary to support the U. S. military strategy delineated in the plan.
- (2) The estimation of allied military forces considered necessary to support the U. S. military strategy delineated in the plan.

d. Provides guidance for Service mobilization planning in sufficient phase detail to—

- (1) Determine the scope of the logistical effort required by each Service.
- (2) Provide a basis for the computation of phased mobilization materiel requirements.

e. Provides one of the bases for—

- (1) The annual statement by the Joint Chiefs of Staff of military requirements to the Secretary of Defense for his consideration in developing his annual budgetary guideline for a fiscal year beginning two years subsequent to the scheduled date of approval.
- (2) The preparation and justification of the annual departmental budget requests for the same fiscal year as in (1) above, in

conjunction with the Secretary of Defense's annual budgetary guidelines.

f. Provides assistance in the establishment of a U. S. military position with respect to—

- (1) Pre- and post-D-day military assistance to our Allies.
- (2) The development and review of NATO and other Allied mid range plans.

23. Scope

In order to accomplish the foregoing, the JSOP will—

a. Determine the U. S. forces, and provide guidance for the determination of the supporting military establishment and the U. S. mobilization base, required to be on hand on D-day to permit implementation of the plan in the event of general war. The D-day forces and the supporting military establishment must be of such a size and so balanced as to be capable of supporting national policy under conditions of cold war or military conflict short of general war as well as general war.

b. Develop the phased post-D-day U. S. military forces and provide guidance for the determination of the U. S. mobilization base required to carry out the military strategy in the event of general war.

c. Estimate the allied (non-U. S.) military forces required to support the U. S. military strategy under conditions of cold war or military conflict short of general war, and of general war.

24. Time Period

a. The JSOP covers a mid range period which begins 1 July, four years subsequent to the scheduled date of approval of the plan by the Joint Chiefs of Staff and extends for a period of 36 months. This latter figure is not intended to prejudge the length of a general war, but is to provide for an adequate period for which mobilization planning can be accomplished.

b. The JSOP considers two conditions during the mid range period, a condition of cold war or military conflict short of general war and a condition of general war. For planning purposes, the date for achieving the force objectives in the Plan will be the assumed D-day for general war.

c. Budgetary guidance derived from the JSOP is aimed at the fiscal year beginning on 1 July, two years subsequent to the scheduled date of approval of the plan by the Joint Chiefs of Staff.

25. Contents and Considerations

a. The JSOP contains two sections—

- (1) A cold war or military conflict short of general war section.
- (2) A general war section.

b. Each of the above sections takes into consideration—

- (1) The existing capabilities at the time the plan is scheduled for dissemination.
- (2) The changes in our potential which are considered feasible during the intervening years.
- (3) The JLRSE.
- (4) The availability of allied forces.

c. The JSOP is predicated on those U. S. Forces that are required to support the military strategy of the plan and are reasonably attainable as well as reasonably supportable logistically during the mid range period.

d. The JSOP takes cognizance of NATO and other allied mid range objective plans.

e. Detailed plans on specific portions are included in annexes to the JSOP. Annexes will normally be included to cover the following matters as well as others which may be required:

- (1) Logistic.
- (2) Atomic.
- (3) Special Warfare.
- (4) Chemical, Biological, and Radiological Warfare.
- (5) Map and Chart.

f. The JSOP is presented to the Joint Chiefs of Staff by 1 April each year for approval and dissemination by 31 May.

g. In addition to the Joint Strategic Objectives Plan, the Joint Chiefs of Staff have been undertaking annually an action entitled, "Force Levels and Personnel Strengths (Forces and Manning Levels)." This report is in response to the requirement in paragraph 10, section III, Functions of the Armed Forces and the Joint Chiefs of Staff, which lists one function of the Joint Chiefs of Staff as follows:

"To prepare and submit to the Secretary of Defense, for his information and consideration in furnishing guidance to the Departments for preparation of their annual budgetary estimates and in coordinating these budgets, a statement of military requirements which is based upon agreed strategic considerations, joint outline war plans, and current national security commitments. This statement of requirements shall include: tasks, priority of tasks, force requirements, and general strategic guidance concerning development of military installations and bases, equipping and maintaining the military forces, and research and development and industrial mobilization program."

The Forces and Manning Levels report lists the forces in more detail than the Joint Strategic Objectives Plan. For example, personnel strengths for active and reserve forces are listed, whereas in the JSOP only major units of force structures are shown. Although required during FY "X"-18-month period, the Forces and Manning Levels report has been undertaken in the past in late summer and serves as

the final review of the JSOP force estimates, and the firm basis for budget requests for forces for the fiscal year which begins the following July first.

26. Intelligence

The Joint Intelligence Estimate on which the JSOP is based is prepared annually at such time as to permit approval by the Joint Intelligence Committee by 31 October.

27. Logistics

Joint Logistic planning guidance in support of the JSOP is in the form of a logistic annex. The annex is prepared at such time as to permit approval annually by the JCS concurrently with the approval of the JSOP. The annex indicates logistic actions necessary to provide for peacetime readiness and for mobilization and demobilization planning.

Section II. ARMY MID RANGE PLANNING

28. General

a. The principal Army activities, estimates, and plans which are included in mid range planning are as follows:

- (1) Mid Range Estimate (MRE).
- (2) The Army Strategic Objectives Plan (ASOP).
- (3) Mobilization Requirements in Support of the Army Strategic Objectives Plan (MOB-R-ASOP).
- (4) Program Development.
- (5) Budget Preparation.

b. The interrelationship between the above Army mid range activities estimates, and plans, together with their relationship to the JSOP are illustrated in Figure 5.

c. Relationship of planning to budgeting. Throughout the mid range planning cycle, consideration is given to the budgetary implications of such plans. The Mid Range Estimate and the Army Strategic Objectives Plan, each include an estimate of funds required to support the objectives outlined for the target fiscal year. As indicated in paragraph 22e, the Joint Strategic Objectives Plan serves as one of the bases for development of annual budget guidance prepared by the Secretary of Defense. Figure 6 shows relationship of the JSOP to the annual budget.

29. Mid Range Estimate

a. *Purpose.* The purpose of the Mid-Range Estimate (MRE), the preparation of which precedes the annual development of the JSOP is to provide a coordinated Army position to be used by Army planners participating in the preparation of the JSOP.

ARMY MID-RANGE PLANNING PROCESS

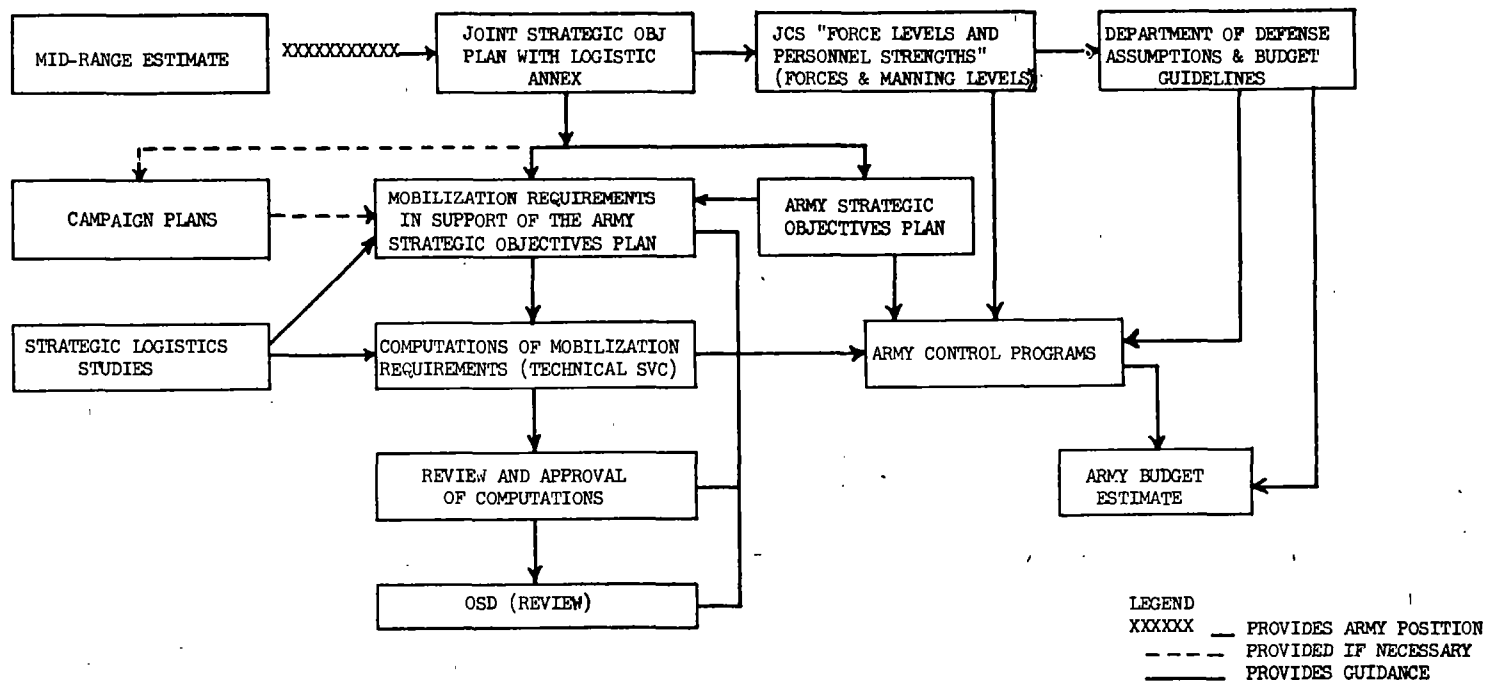


Figure 5. Army mid-range planning process.

b. Scope. The MRE contains the Army views concerning the strategic concept which should be incorporated in the JSOP and the Army missions and basic undertakings required to implement that concept. It covers the conditions of cold war or military conflict short of general war as well as for general war. The MRE develops the requirement to perform Army missions in terms of D-day forces and materiel plus the requisite mobilization base and buildup for 36 months of war. This requirement estimate is then assessed in the light of conditions prevailing at the time of the preparation of the MRE, existing funds and programs for the intervening fiscal years, lead time, and political and economic factors, in order to establish objectives for the D-day Force and Mobilization Reserve Materiel Requirement (MRMR) one year following the end of the target fiscal year. These objectives with the associated buildup are used by the Army planners participating in the preparation of the JSOP. The MRE contains a statement of risks involved in accepting objectives that are less than requirements. The detailed scope of the estimate is indicated by the format in appendix III.

c. Timing. The approximate period of preparation and approval of the MRE is from 1 August to 31 October of each year. Like the JSOP, the MRE assumes a D-day for planning purposes to be the first day of July four years subsequent to the anticipated date of approval and dissemination of the JSOP by the Joint Chiefs of Staff.

30. Army Strategic Objectives Plan

a. Purpose. The purpose of the Army Strategic Objectives Plan (ASOP) is to develop further the guidance contained in the Joint Strategic Objectives Plan (JSOP) in sufficient detail to serve as guidance for Army Control Program development for the fiscal year ending one year previous to the assumed D-day of the JSOP. This fiscal year is referred to as the target fiscal year for the ASOP.

b. Scope. The ASOP provides appropriate coverage for the target fiscal year and two subsequent years as a basis for peacetime maintenance and operation of the Army in the event war does not occur. This is essential to insure continuity of programs which cannot be completed during one year. It includes in an Annex, a concept of operations for general war. The plan establishes a rational link between planning and programming, to include background data for Army planners based upon joint planning guidance and the data is arranged in a form to make it convenient for their use. It also contains annexes covering research and development guidance. The detailed scope is indicated in the format shown in appendix IV.

c. Timing. Preparation of the ASOP is initiated at the time the JSOP is forwarded to the JCS for consideration. The document is prepared concurrently with the JCS consideration of the JSOP and is

RELATIONSHIP OF THE JSOP TO THE ANNUAL BUDGET

SCHEDULED APPROVAL DATE OF JSOP				ASSUMED D - DAY											
FY (X-3)		FY (X-2)		FY (X-1)		FY "X"		FY (X/1)		FY (X/2)		FY (X/3)		FY (X/4)	
1 Jul	1 Nov	31 May 1 Jul	1 Jan 1 Jul	1 Jul	1 Jul	1 Jul	1 Jul	1 Jul	1 Jul	1 Jul	1 Jul	1 Jul	1 Jul	1 Jul	1 Jul
7 MOS		7 MOS		18 MONTHS		12 MONTHS		12 MONTHS		36 MONTHS					
PREP- ARATION OF JSOP BY JCS		DURING THIS PER- IOD (1) JOINT CHIEFS OF STAFF SUBMIT FORCES AND MANNING LEVEL FOR FY "X" TO SECRETARY OF DE- FENSE USING JOINT STRATEGIC OBJECTIVES PLAN AS ONE OF THE BASES. (2) SECRETARY OF DEFENSE, AFTER RECEIPT OF JOINT CHIEFS OF STAFF FORCES AND MANNING LEVELS, ISSUES BUDGETARY GUIDELINES FOR FY "X"		ANNUAL BUDGET CYCLE FOR FY "X" (1) PREPARATION AND JUSTIFICATION OF THE ANNUAL DEPARTMENT BUD- GET ESTIMATES BASED ON JOINT STRATEGIC OBJEC- TIVES PLAN AND SECRE- TARY OF DEFENSE'S ANNUAL BUDGETARY GUIDE- LINES FOR FY "X" (2) REVIEW BY SECRETARY OF DEFENSE AND BUREAU OF THE BUDGET (3) CONGRESSIONAL ACTION AND PRESIDENTIAL APPROVAL OF APPRO- PRIATIONS ACT FOR FY "X" (4) FUNDS APPORTIONED TO ARMY BY BUREAU OF BUDGET THROUGH OSD		FY "X" THE FISCAL YEAR UNDER CONSIDERA- TION FOR BUDGE- TARY PURPOSES. 2 YEARS FY X FUNDS ARE OBLIGATED EITHER DURING FY X (ONE-YEAR APPROPRIA- TIONS), OR DURING FY X THROUGH FY X/1 (MULTIPLE YEAR AND CONTINUING APPROPRIATIONS). FY X FUNDS ARE AVAILABLE FOR EX- PENDITURE, AS MATERIEL IS DELIVER- ED, DURING THE PERIOD FY X THROUGH FY X/1, REGARDLESS OF THE TYPE OF APPROPRIATION INVOLVED. THE MA- JORITY OF MATERIEL IS ANTICIPATED TO BE DELIVERED PRIOR TO D-DAY OF THE PLAN.		THE JOINT STRATEGIC OBJECTIVES PLAN COVERS THIS 36 MONTH PERIOD OF PHASED EXPANSION OF FORCES TO PROVIDE AN ADEQUATE PERIOD FOR MOBILIZATION PLANNING.							

Figure 6. Relationship of the JSOP to the annual budget.

completed as soon as practicable after approval of the JSOP by the Joint Chiefs of Staff. Since the JSOP is scheduled for presentation to the JCS by 1 April of each year, the ASOP is normally completed in July of each year. In the absence of an approved JSOP, the ASOP will be developed unilaterally based on Mid Range Estimate consideration and Chief of Staff additional guidance and will be completed no later than September of each year.

31. Mobilization Requirements in Support of the Army Strategic Objectives Plan (MOB-R-ASOP)

a. Purpose. The purpose of Mobilization Requirements in Support of Army Strategic Objectives Plan (MOB-R-ASOP) is to provide guidance for the computation of mobilization requirements to meet the objectives of the ASOP.

b. Scope. MOB-R-ASOP translates the strategic guidance in the ASOP into form suitable for use as a basis of computation, by the Technical and Administrative Services, of the total mobilization requirements. To the extent that these requirements are used or reflected in budgetary and other planning by the Office, Secretary of Defense, they are developed and stated in accordance with the directive of that office. The format for MOB-R-ASOP is shown in appendix V.

c. Timing. Preparation of MOB-R-ASOP is initiated at the time that the force tabs and assumptions for ASOP are completed and are approved by the Chief of Staff for planning purposes. Preparation of a final draft for formal coordination within the Army Staff normally requires 75 to 90 days after completion and approval of ASOP Force Tabs.

32. Department of the Army Strategic Logistic Studies (DA-SL's)

a. Purpose. Department of the Army Strategic Logistic Studies (DA-SL's) are staff studies which provide guidance to the Technical Services for determination of requirements in terms of combat support troop units and Class IV materiel in support of projected military operations under the Army Strategic Objectives Plan.

b. Scope. The DA-SL's develop a plan for logistic support for each campaign visualized under a given ASOP, measure the logistic costs in manpower and materiel and identify situations and problems which are likely to arise in support of the campaigns.

c. Timing. During the period September through February each year, DCSLOG directs the preparation of DA-SL studies for determination of requirements under the current MOB-R-ASOP. Preparation of these studies may be in the form of revisions to existing DA-SL's or in the form of new or additional DA-SL's for campaigns under the current ASOP.

CHAPTER 4

SHORT RANGE PLANNING

Section I. JOINT SHORT RANGE PLANNING

33. Joint Strategic Capabilities Plan

a. General. The Joint Strategic Plans Committee with the concurrence of the Joint Strategic Survey Committee on the strategic concept and in collaboration with the Joint Logistics Plans Committee and Joint Intelligence Committee, prepares or revises annually, the Joint Strategic Capabilities Plan (JSCP) which—

- (1) Translates the national objectives and policies of the United States into terms of military objectives, military strategy, basic military undertakings and military tasks which are in consonance with actual U. S. military capabilities.
- (2) Provides strategic and logistic planning guidance in the short range period for the disposition, employment and support of U. S. military forces and for the support of appropriate allied military forces under conditions of—
 - (a) Cold war or military conflict short of general war.
 - (b) General war.
- (3) Provides assistance in the establishment of a U. S. military position with respect to—
 - (a) Pre- and post-M-day military assistance to our Allies.
 - (b) The development and review of NATO and other Allied short range plans.

b. Scope. In order to accomplish the foregoing, the JSCP—

- (1) Sets forth the location of available U. S. military forces to be employed to support national policy in cold war or operations short of general war.
- (2) Provides the deployment of U. S. military forces which are to be utilized on M-day of a general war.
- (3) Provides the feasible post-M-day U. S. military expansion required to pursue the most advantageous strategy and accomplish the national objectives in the event of a general war.
- (4) Estimates those allied (non-U. S.) military forces which will be available to support the U. S. military strategy.

c. Timing. The Joint Strategic Capabilities Plan is prepared or revised annually and is presented to the Joint Chiefs of Staff by

1 November for approval and dissemination by 31 December. The JSCP includes force tabulations reflecting an expansion and deployment of U. S. forces, M-day to M+6 months. This is done to indicate the variable degree of mobilization, deployment and commitment of resources the U. S. might achieve prior to a general war. The D-day of a general war could occur at any time. Force tabulations in the JSCP are not intended to reflect the full mobilization potential of the U. S. Further, the JSCP provides for development in Service capabilities plans for expansion of forces above the levels established for M+6 months.

d. Conditions. The JSCP considers two conditions during the short range period—

- (1) *A condition of cold war or military conflict short of general war.* The assumed date for determination of the forces for cold war or military conflict short of general war will be 1 July following the scheduled date of approval of the plan by the Joint Chiefs of Staff.
- (2) *A condition of general war.* M-day for the general war may occur on or at any time after 1 July following the scheduled date of approval by the Joint Chiefs of Staff. For planning purposes, the assumed M-day for the phased expansion of forces will be 1 July following the scheduled date of approval by the Joint Chiefs of Staff.

e. Contents and Considerations. The JSCP—

- (1) Is based on actual capabilities and current intelligence, taking into consideration JLRSE, JSOP, and the availability of allied forces.
- (2) Reflects those U. S. Military Forces and their post-M-day expansion which are feasible of attainment and supportable logistically.
- (3) Indicates the major changes in M-day forces which are anticipated to become effective subsequent to 1 July.
- (4) Provides for the review and revising, if necessary, of force levels and their disposition six months after the assumed M-day of the plan, or at any time a significant change in force levels or disposition is made.
- (5) Contains the following annexes, and others as necessary.
 - (a) *Intelligence.* (To contain an appraisal of overall enemy capabilities and vulnerabilities and the probable courses of action open to the enemy.)
 - (b) *Logistic.*
 - (c) *Atomic.* (To contain principles governing the planning and execution of atomic warfare and coordination of atomic annexes.)
 - (d) *Psychological Warfare.*

- (e) *Unconventional Warfare.*
- (f) *Chemical, Biological, and Radiological Warfare.*
- (g) *Special Operations.*
- (h) *Civil Affairs/Military Government.*
- (i) *Communications.*
- (j) *Map and Chart.*

f. Intelligence. The Joint Intelligence Estimate on which the JSCP is based is prepared at such time as to permit approval by the Joint Intelligence Committee on 30 June annually. The map and chart annexes to accompany the JSCP are prepared at such time as to permit approval by the Joint Intelligence Committee on 31 January annually.

g. Logistics. Joint Logistic planning guidance in support of the JSCP is in the form of a Joint Logistic Plan. The Joint Logistic Plan is prepared at such time as to permit approval annually by the JCS within one month after approval of the JSCP. The plan indicates logistic actions necessary for pre-D-day measures to alleviate deficiencies and to insure maximum utilization of the available structure, and for the planning of the Services and commanders under the JCS for the development of the logistic pattern required to support effectively the operational pattern indicated in the JSCP.

Section II. ARMY SHORT RANGE PLANNING

34. Army Mobilization Capabilities Study (AMCS)

- a.* The purposes of the Army Mobilization Capabilities Study are to—
- (1) Determine maximum phased capabilities to mobilize, deploy, and support forces in combat, under specific assumptions and a particular concept of operations as directed by the Chief of Staff.
 - (2) Highlight deficiencies and imbalances in Army capabilities and provide a basis for necessary corrective action.
 - (3) Provide a basis for reports on current and projected Army readiness for mobilization.
 - (4) Establish an Army interim position to be used as a basis by Army planners participating in the development and review of the Army force tabs and deployment schedules for the Joint Strategic Capabilities Plan (JSCP). Data upon which this interim position is based is similarly reflected in the ASCP and the Army Mobilization Programs which support the JSCP.
 - (5) Establish projected capabilities to be used by Army planners preparing the mid range estimates, and the sequence of objective plans derived therefrom, and in revising interim program objectives.

b. Scope.

- (1) The AMCS is based on one or more assumed M-days as directed by the Chief of Staff. It measures capabilities over a prescribed period of war for each M-day to meet the mobilization and deployment schedules of the designated plans. These capabilities are analyzed on the basis of specified limiting factors, which normally include—
 - (a) Personnel.
 - (b) Organization and training.
 - (c) Materiel.
 - (d) Housing facilities and installations.
 - (e) Transportation.
 - (f) Any others desired, such as petroleum products, communications, or construction.
- (2) Consideration of the impact of external conditions upon the capabilities of the Army has become increasingly important. This is particularly true in the case of such things as the effect of damage due to enemy action against the national mobilization base, and requirements for material assistance to allied nations. Guidance as to appropriate assumptions in this area is prescribed by the Chief of Staff based, where possible, on approved joint or national guidance. When considerations such as these are to be studied, it is normally necessary to prepare the study in several parts. The first part, or basic study, measures capabilities without consideration of requirements arising from aid to allies or necessary to compensate for damage due to enemy attack. This basic study then establishes a base point from which the estimated impact of other considerations can be measured.
- (3) Personnel capabilities are estimated by comparing gross personnel intake capabilities from selective service, the reserve components, and other sources with the requirements generated by the mobilization and deployment schedules of the plan being studied. Personnel losses are estimated on experience data from World War II, Korea, and other sources. Specific personnel capabilities may also be studied if desired. For example, ability to provide critical specialists in the numbers and at the times required by the plan might be studied.
- (4) Estimates of capabilities in the organization and training field are based on the strength and readiness of U. S. Strategic Army Force, the status of reserve component units, and the availability of trained cadres for activation of Army of the United States units. The Army normally investigates gross capabilities, and may also estimate capabilities to meet specific critical commitments.

- (5) Materiel capabilities are estimated on the basis of the projected status of mobilization reserve stocks on the assumed M-days, and on estimated post-M-day production. Estimates of M-day stocks are derived from present and predicted procurement programs, post-M-day procurement estimates are based on planned procurement from that portion of the national production base allocated or estimated to be allocated to the Army. The estimated phased availability of materiel is converted into terms of division forces supportable in mobilization and in combat. This conversion may be accomplished in several ways. A satisfactory way is to estimate availability against requirements on a dollar basis for the major categories of materiel, and to point up specific deficiencies by item studies within these categories.
- (6) Estimates of capabilities in the field of housing, installations and facilities are based upon current and projected activation, de-activation and construction programs, augmented by post-M-day construction and by estimated availability of civilian installations. Certain specific facilities and installations may be critical to and examined in detail in other sections of the study. For example, ports and staging areas are critical to the transportation section of the study.
- (7) Estimates of transportation capabilities include consideration of ocean transportation, ports of embarkation, staging areas, ammunition outloading facilities, and overseas reception capabilities. Other possible critical areas, such as transportation to ports under conditions of enemy attack, may be studied.
- (8) When other limiting factors are studied, guidance as to projected capabilities is obtained from appropriate programs and estimates, and is applied against calculated requirements. When possible, national or joint guidance is employed.
- (9) Each of the foregoing factors is examined independently without consideration of limitations that might be imposed by other factors, except that the organization and training capability is correlated with the personnel intake capability. For each factor, a maximum mobilization and deployment schedule is developed for each assumed M-day, and compared with the mobilization and deployment schedule set forth in the plan being tested. These mobilization and deployment schedules are expressed in terms of division forces, which include combat support, service forces, and special activities. All factors are then considered, and a single maximum mobilization and deployment capability for each D-day is developed. This capability may or may not involve acceptance of stated risks. In critical areas, the Chief of Staff may prescribe the

degree of risks to be accepted; in other areas, acceptable risk may be determined by the staff.

(10) The format for the AMCS is shown in appendix VI.

c. Timing. The determination of mobilization capabilities is a continuing process. Normally, the study is prepared annually. The exact timing depends upon the status of the plan which is to be studied. In addition, the timing should enable the AMCS to be used in considering force tabs for JSCP and in the development of ASCP (fig. 4). These uses require availability of AMCS 10 months prior to the approval of ASCP. Preparation of a final draft ready for formal coordination within the staff, normally requires 75 to 90 days after approval of basic assumptions and guidance by the Chief of Staff.

35. Limited War Capabilities Study (LWCS)

a. Purpose. The purpose of the Limited War Capabilities Study is to—

- (1) Evaluate the Army's capability and readiness to react to limited war situations.
- (2) Highlight deficiencies and imbalances in planning, training, materiel, personnel and units which prevent attainment of a desirable capability to react to limited war situations.
- (3) Establish a basis for improvement of capabilities for use by Army planners in the development of objectives plans.
- (4) Provide a basis for reports on current and projected Strategic Army Corps readiness to deploy for limited war.
- (5) Establish a methodology for periodic review of Army readiness for limited war.

b. Scope.

- (1) The LWCS is based on a D-day coinciding with the D-day used in the Army Strategic Capabilities Plan (ASCP). It measures the capabilities of the Strategic Army Corps (STRAC) during each fiscal year. It covers the same period reflected in the ASCP and supports that part of the ASCP concerning operations short of general war. It includes a determination of requirements which can improve the capability of STRAC units to react to limited war situations.
- (2) The LWCS measures capabilities without consideration for requirements arising from aid for allies.
- (3) Personnel and logistical capabilities to support the Strategic Army Corps for limited war deployments are estimated.
- (4) Estimates of capabilities in the areas of housing, installations, and facilities are included in order to determine the mobilization of reserve component units requirements generated by the deployment of the Strategic Army Corps.

- (5) Estimates of transportation capabilities for limited war deployments including consideration of air and ocean transportation, ports of embarkation, staging areas, ammunition out-loading facilities and oversea reception capabilities.
- (6) Format for the LWCS is shown in appendix VII.

c. Timing. The LWCS is prepared concurrently with the development of the ASCP. Since the ASCP is finalized and submitted to the Chief of Staff for approval by 1 March, the LWCS is not finalized until 1 July of each year. It is forwarded to the Chief of Staff for approval by 15 June annually. Staff agencies having primary responsibility for preparing portions of the LWCS are responsible for timely submissions of appropriate revisions in order to maintain the study current.

36. Army Strategic Capabilities Plan

a. Purpose. The Army Strategic Capabilities Plan (ASCP) supports the Joint Strategic Capabilities Plan (JSCP) by further developing and expanding the guidance contained in the joint plan.

b. Scope. The ASCP provides guidance and instructions to Department of the Army agencies and commands for the disposition, employment, support, and expansion of U. S. Army forces on a capabilities basis under conditions of cold war and limited war as well as general war. It provides for the initiation of operations by major United States Army Commands and Agencies at any time during the fiscal year following the assumed M-day. The ASCP is based on broad Army-developed operational patterns together with mobilization and deployment schedules for the first 30 months of a war. It reflects actual capabilities which are in consonance with existing programs. The ASCP is prepared in two documents as follows: (See format, app. VIII.)

- (1) The Basic Plan (ASCP FY----) follows the standard five paragraph form with appropriate supporting annexes.
- (2) The supplement (ASCP-1) contains appropriate chapters on general administrative and technical information not already included in current field manuals or publications to—
 - (a) Facilitate the implementation of the basic plan.
 - (b) Provide guidance and instruction to agencies and commands in the preparation of their respective capabilities plans.
 - (c) Correlate Department of the Army planning with the operational plans of the component commanders responsible to unified commanders under the Joint Chiefs of Staff.

c. Timing. The ASCP assumes the same M-day as the JSCP. The ASCP is prepared concurrently with the development of the JSCP

which is scheduled for dissemination by the Joint Chiefs of Staff on 31 December annually. After publication of the JSCP the ASCP is finalized and submitted to the Chief of Staff for approval by 1 March.

Section III. ARMY MOBILIZATION PLANNING AND PROGRAMMING SYSTEM

37. Purpose

The purpose of the Army mobilization planning and programming system is to prepare for the orderly and rapid expansion of the Army required to support the current Army Strategic Capabilities Plan (ASCP) and other short-range war plans. The mobilization planning and programming system described herein provides the procedures for the preparation of mobilization planning guidance and command programs by all echelons of the Army. It embraces mobilization programs, checklists of emergency actions, plans for alternate headquarters, drafts of messages, and contingency plans.

38. Functions

The system provides—

a. Policies, objectives and assignment of responsibilities for the induction or activation, stationing, training, equipping, movement, and support of all units and individuals required in any partial or general mobilization and especially during the early phases to—

- (1) Augment active Army forces.
- (2) Replace losses in active Army forces.
- (3) Provide additional balanced forces as required by ASCP.
- (4) Provide necessary expansion of the administrative and logistic base.
- (5) Provide necessary expansion of the training base.

b. Guidance for development of mobilization plans and programs of subordinate Army agencies and commands.

39. Concept

a. Mobilization is the assembling and organizing of troops, materiel, and facilities for active military service in time of war or other national emergency. It is a basic factor on which depends the successful prosecution of a war. Partial mobilization is a limited implementation of mobilization programs on a selective basis.

b. Mobilization planning guidance in support of the Army Strategic Capabilities Plan is included in Department of the Army Mobilization Planning and Programming Directives.

c. Initially, the current organization of the Army and the program system of disseminating guidance will be continued during the mobilization period. Mobilization will be initiated with the forces in being

and resources currently available. Control Programs (AR 11-1) enunciate the major peacetime objectives of the Army. Consequently, mobilization programming utilizes the control programs as a point of departure and supplements or extends these control programs to show the changes, redirected efforts, increased tempo, and anticipated new functions required for mobilization. Programming guidance is developed at Headquarters, Department of the Army, by the pre-M-day preparation of a mobilization supplement for each of the five control programs.

Mobilization programs—

- (1) Are selective and emphasize the changes which are required in the peacetime programs when mobilization is implemented.
- (2) Are revised only as required.
- (3) Provide mobilization guidance until an evaluation of the post-M-day situation results in a readjustment of the preplanned mobilization procedures, policies, objectives, and related guidance.
- (4) Provide guidance for the minimizing of the effects of nuclear attack.

d. Each subordinate command, agency, and installation in the Department of the Army which has mobilization responsibilities prepares supporting mobilization command programs. The commands and agencies directly subordinate to Headquarters, Department of the Army, develop their mobilization programs in consonance with guidance contained in the Department of Army mobilization directives and programs. The mobilization planning guidance and programs prepared by the remaining commands, agencies, and installations are in consonance with instructions from their next higher headquarters.

40. Scope

a. The system of mobilization planning and programming is designed to cover actions and objectives required under the following conditions:

- (1) General mobilization in the event of nuclear attack on continental United States.
- (2) General mobilization without a nuclear attack on continental United States.
- (3) Partial mobilization under conditions short of general war.

b. Mobilization programs support the current Army Strategic Capabilities Plan in detail under as many of the foregoing conditions as are provided for in the applicable Army Strategic Capabilities Plan. Any of these conditions not included in the Army Strategic Capabilities Plan are supported by general statements included in the mobilization programs.

41. Department of the Army Mobilization Planning and Programming Directive

a. General. At Headquarters, Department of the Army level a mobilization plan as such is not prepared. Department of the Army issues mobilization planning guidance in conjunction with the issuance of mobilization programming instructions. The planning guidance and the programming instructions are combined into one document entitled, "Department of Army Mobilization Planning and Programming Directive."

b. Purpose. To present in summary, with classification no higher than secret, the Army mobilization plan envisaged within the current Army Strategic Capabilities Plan to include—

- (1) Concept of expansion for partial and full mobilization.
- (2) Planning guidance in areas included within the Department of the Army mobilization programs.
- (3) Planning guidance in areas such as intelligence, joint projects, tasks, command matters, transportation, medical, communication, comptroller and other activities if not included within Department of the Army mobilization programs.
- (4) Instructions and guidance for the preparation of mobilization programs by the Department of Army in accordance with a prescribed schedule and approved format.

c. Content. Contains necessary policies, references, assumptions, guidance, and assignment of responsibilities for development of mobilization programs in order to provide that adequate and current mobilization planning and programming information exists at all levels. It also contains Theater Type Mobilization Corps Force (Capabilities) guidance and divisional mobilization and deployment schedules. See appendix IX for format of Department of the Army Mobilization Planning and Programming Directives.

d. Timing. It is issued whenever major revision in mobilization programs becomes necessary by virtue of substantive changes in one of the following: war plans; resource capabilities; active Army structure; reserve forces structure; Army missions. Department of the Army Mobilization Planning and Programming Directives are numbered consecutively within the fiscal year(s) of the supported ASCP; for example, Department of Army Mobilization Planning and Programming Directive 1-59 would be the first such directive issued to provide planning and programming guidance for mobilization to be effected in support of Army Strategic Capabilities Plan FY 59.

e. Responsibility. The Chief of Staff issues Department of the Army Mobilization Planning and Programming Directives as required. Deputy Chief of Staff for Military Operations submits proposed directives to the Chief of Staff for approval.

42. Mobilization Programs

a. Additional Department of the Army mobilization program guidance for commands and agencies directly subordinate to Headquarters, Department of the Army, is contained in the mobilization program for each of the five peacetime control programs of the Department of the Army: Troop, Materiel, Installations, Reserve Components, and Research and Development. Each of these mobilization programs is prepared and maintained by the same staff agency having primary staff responsibility for the development of the respective control program. In the case of the Mobilization Reserve Components Program, Chief, National Guard Bureau, and Chief Army Reserve and ROTC Affairs, approve their respective segments of the program after appropriate staff coordination.

b. Mobilization programs are designed to provide for the orderly transition from peacetime operations into a period of mobilization.

c. The mobilization programs are based on, but not limited to—

- (1) M-day active Army strength, composition, training, materiel, and installations.
- (2) Current estimate, so far as it pertains to the Army, of the capability of this country to mobilize all resources, production, and manpower during a specified period to support Army war plans. Appropriate consideration is given to possible loss of facilities, materiel, and personnel through enemy action which would affect ability to mobilize.

43. Sequence

Army mobilization procedures are developed in the following documents in the sequence indicated:

a. Department of the Army Mobilization Planning and Programming Directive.

b. Department of the Army mobilization programs which supplement the Troop, Materiel, Installations, Reserve Component, and Research and Development Control Programs.

c. The mobilization planning and programming directives of major subordinate echelons having mobilization responsibilities.

d. The mobilization plans and programs of each subordinate command, agency, and installation in the Department of the Army which has mobilization responsibilities.

44. Responsibilities

a. Headquarters, Department of the Army, staff is responsible for initiation, development, and dissemination of the Department of the Army Mobilization Planning and Programming Directive and the mobilization programs which supplement the control programs. Mobilization planning conducted by Headquarters, Department of Army, staff

SEQUENCE OF EVENTS AND DEVELOPMENT TIMES FOR MOBILIZATION PLANNING AND PROGRAMMING

STEP	PRIMARY STAFF OR AGENCY RESPONSIBILITY	MOBILIZATION PLANNING AND PROGRAMMING ACTIONS	MONTHS SUBSEQUENT TO APPROVAL OF DA MOBILIZATION PLANNING AND PROGRAMMING DIRECTIVE								
			1	2	3	4	5	6	7	8	9
1	Chief of Staff	Approve DA Mobilization Planning and Programming Directive									
2	DCSPER	Mobilization Troop Program	XXXXXXXXXXXXXXXXXXXX								
		Annex - TCE Troop Basis	XXXXXXXXXXXXXXXXXXXX								
		Annex - TD Troop Basis						XXXXXXXXXXXX			
		Annex - Summaries							XXXXXXXXXXXX		
		Annex - Training	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX						
	DCSLOG	Mobilization Materiel Program	XXXXXXXXXXXXXXXXXXXX								
	DCSLOG	Mobilization Installations Program		XXXXXXXXXXXX							
		Annex - Stationing Plan						XXXXXXXXXXXX			
	CRD	Mobilization Research and Development Program	XXXXXXXXXXXXXXXXXXXX								
	ACSRC	Mobilization Reserve Components Program	XXXXXXXXXX	XXXXX							
3	Commands and agencies immediately subordinate to Headquarters, DA.	Mobilization planning and programming directive	XXXXXXXXXX								
4	Commands and agencies immediately subordinate to Headquarters, DA.	Mobilization Programs	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX				
5	Remaining commands, agencies, and installations	Mobilization planning and programming directives and/or mobilization programs		XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXXXX			

Figure 7. Sequence of Events and Development Times for Mobilization Planning and Programming.

agencies and special activities is established by the Army staff agencies exercising general staff supervision. The Chief of Research and Development provides mobilization planning and programming guidance, applicable to research and development, to heads of technical services in the Department of the Army Mobilization Research and Development Program. He prepares also the research and development portion of the DCSLOG Mobilization Planning and Programming Directive which provides supplementary guidance to these agencies.

b. Commanding General, United States Continental Army Command, in consonance with the policies and guidance set forth in the Department of the Army Mobilization Planning and Programming Directive and the pertinent Department of the Army mobilization programs initiates, coordinates, and supervises the development of the mobilization plans and programs of his subordinate commands.

c. Commanding General, Army Air Defense Command assists the Department of the Army staff in the development of the CONUS anti-aircraft portion of the Mobilization Troop Program.

d. Commanders of USARCARIB, USARAL, USARPAC and other commanders and agencies not under the jurisdiction of HQ, USCONARC, and who have mobilization responsibilities prepare their mobilization programs and directives in accordance with the governing policies and guidance set forth in the Department of the Army mobilization programs and directives.

e. Oversea commanders not included in *d* above assist Headquarters, Department of the Army, staff in the preparation of Department of the Army mobilization programs upon request. These commanders are not required to prepare mobilization programs under the Army Mobilization Planning and Programming System.

f. Agencies responsible for development retain mobilization plans and checklists for the required implementing actions.

g. Sequence of events in the development of Army mobilization procedures and responsibilities therefor are shown in figure 7.

Section IV. DEMOBILIZATION PLANNING

45. General

Demobilization policies are based on past experiences in demobilization and on analyses of projected mobilization procedures, in the light of the conditions under which the demobilization planning must be implemented. These conditions cannot be estimated in detail until hostilities have progressed beyond the initial or emergency phase. However, certain broad criteria which will be applicable under all conditions are—

a. The integration of demobilization with national policy and postwar national objectives.

b. Maintaining the base of the Regular Army during hostilities, establishing a new mobilization base upon which to predicate demobilization, re-establishing reserve forces on a realistic basis, and disbanding units in consonance with maintenance of adequate military posture and national objectives.

c. Correlating the return of troops and equipment.

d. The retention of qualified military personnel in sufficient quantity to permit an orderly and controlled disposition of military equipment and materiel.

e. Maintaining an effective troop information program focused upon the demobilization objectives.

f. The development of an early and continuous public information program concerning demobilization.

46. Scope

During mobilization the demobilization planner must be aware of all aspects of the problem of demobilization. He must have available information relating to past experiences and must be able to develop a program which will secure information essential to planning after hostilities have commenced. After the outbreak of hostilities, and as soon as reasonable assumptions can be made regarding United States and Allied postwar objectives, tasks, and requirements, the demobilization planner must obtain firm guidance in these areas in order to form a postwar deployment plan. This plan will include—

a. Postwar military posture.

b. Extent of combat readiness.

c. Global deployment and occupation requirements.

d. Foreign aid commitments.

47. Planning Phase

a. Upon receipt of adequate guidance the planner then has the information needed to commence work on the demobilization plan. The primary question relative to postwar objectives will have been answered. The question of the size and composition of the postwar Army must now be determined within the Army itself by the establishment of a new troop basis or mobilization base of the strength and composition essential to attain and maintain the national objectives.

b. Around the framework of the newly established troop basis the demobilization plan is formed projecting the demobilization of personnel and materiel to reach the new levels in minimum time.

c. Current guidance on problems of demobilization and a summary of historical references bearing on the subject are maintained in the office Deputy Chief of Staff for Military Operations, Headquarters, Department of the Army.

CHAPTER 5

TESTING OF WAR AND MOBILIZATION PLANS

48. Purpose of Tests

A basic consideration in all military planning is realism. No plan, however sound in strategic concept and complete in detail, is of real military value if it lacks this fundamental quality. To be useful, it must be capable of execution. Accordingly, war and mobilization plans are tested to determine degree of feasibility and military worth.

49. Conduct of Tests

Modern military practice has developed three basic methods of testing the operational and logistical feasibility of plans. The methods are—

- a. Limited feasibility test method.
- b. Campaign planning method.
- c. War game method.

50. Limited Feasibility Test

a. The purpose of a limited feasibility test is to determine approximate capabilities of resources to support a given strategy, and to isolate the areas of questionable operational and logistical feasibility. As the term "limited" implies, such a test does not consider all details of a plan, but rather the salient features, the answers to which will provide, in a minimum of time a quick reading as to the practicability of implementation. It is probably the most rapid and least detailed of the three methods. This type of test is usually applied to an outline plan.

b. The conduct of a limited feasibility test adheres closely to the steps in the development plan. Examples of areas in which possible deficiencies may be analyzed are as follows:

- (1) Operations.
- (2) Personnel.
- (3) Organization and training.
- (4) Supply.
- (5) Evacuation and hospitalization.
- (6) Transportation.
- (7) Services.

c. Fiscal considerations apply throughout and are readily translatable into one or more of the areas listed in b above. The "slice

method" of converting preliminary force requirements into manpower is used in this limited form of test, since the nature of the problem does not permit the development of detailed troop bases and deployment tables. Only the more significant of the Class IV or special operations requirements can be considered in this form of test, and these are limited only to those projects such as air base construction, POL pipeline, or a major railroad project which are vital elements of the operation. Factors given in such publications as FM 101-10, Air Force technical manuals, and the Navy USF-series are used for conversion of manpower and force deployments into logistic requirements. Such terms as "tons per man per month" and "equivalent division-force sets of equipment" have become basic language to the experienced planner, but great care should be observed in their use.

d. As a result of a properly conducted limited feasibility test, the planners, when necessary, adjust projected operations and, when serious discrepancies are indicated, adjust even the strategic concept itself in a new plan to conform more closely to the Nation's capability.

51. Campaign Planning Method

a. In this method of conducting feasibility tests, the sequence of operations follows closely that of the limited feasibility test; however, the techniques of the two methods vary widely. Since campaign plans develop detailed requirements for operations that will be undertaken in selected areas, they serve as a useful vehicle for the examination and evaluation of the operational and logistical feasibility of the plan.

b. Detailed requirements are computed in these basic fields:

- (1) Estimated M-day active Army strength.
- (2) Estimated M-day active Army composition.
- (3) Estimated M-day active Army status of training.
- (4) Available materiel.
- (5) Available installations.
- (6) Mobilization capacity in terms of resources.
- (7) Mobilization capacity in terms of production.
- (8) Mobilization capacity in terms of manpower.

Once these support requirements have been determined, spot checks of availabilities are made for a selected number of representative type items. The number of such items selected will vary with the degree of accuracy required of the test, and with the availability of data.

c. Corrective action may involve modification of the current or projected troop program; modification of certain type units in organization, equipment, personnel; changes in training plans; suspension of disposal action on certain type items; modifications of the equipment maintenance programs; or new procurement. In cases of major deficiencies, whose correction is dependent upon abnormal or unlikely peacetime appropriations legislation, decision must be reached as to

whether a change in the war plans, a less ambitious strategic concept, or the acceptance of lesser force or support standards is justified.

52. War Game Method

a. War gaming is an operations research technique whereby the various courses of action involved in a problem are subjected to analysis under prescribed rules of play representing actual conditions and employing planning factors which are as realistic as possible. The analysis may be made by one or more persons or groups and may take many forms, e.g. a simple mathematical solution, a map exercise, a CPX, a complicated game involving numerous groups of persons and the use of electronic computers.

b. War games may be conducted on either a departmental or a joint basis. When joint plans are being tested, maximum benefit will be derived from the test only when conducted on a joint basis.

c. War games, to be effective, must be—

- (1) *Controlled*. Each force is restricted in its actions by a strategic concept and previously prepared plan of action, subject to certain minor changes imposed by changes in capabilities and other variable factors which have changed since the preparation of the plan. The exercise should continue until the action has developed fully and the results can be foreseen and evaluated.
- (2) *Realistic*. The war game usually is played with the troops and other resources-in-being or which can be mobilized in accordance with existing plans.
- (3) *Objective*. A war game is designed to test the plan and to produce broad, not detailed results. It is not a test of the ability of the participants. All participants must be open-minded and retain an objective viewpoint if the test is to be successful.

d. As is the case in the two methods of testing described in paragraphs 50 and 51, the results of the war-game method provide a basis for decisions concerning corrective action. Since the war-game method usually utilizes the organization and mobilization procedure in effect at the time of the game, the results may determine requirements for changes therein.

PART TWO

PROGRAMMING

CHAPTER 6

FUNDAMENTALS OF THE ARMY PROGRAM SYSTEM

Section I. GENERAL

53. Concept

a. The Army Program System is a method for the organized direction and control of the peacetime military activities of the Army. Objectives are established through the Army Program System and are related to supporting resources for a designated period of time and for specific functional areas. Program objectives and supporting resources are integrated so that each command, agency, or installation receiving funds may establish a planned course of action (program) to accomplish the peacetime military missions for which each is responsible.

b. The Army Program System is a part of the total system of communication used by command and staff elements of the Army. In the conduct of the Army Program System, the impact of regulations, manuals, and other communication media are appropriately reflected.

c. The Army Program System uses the uniform arrangement, classification, and definition of activities established in AR 1-11. This structure identifies program interrelationship and facilitates the provision through command channels of programs and subsequent reports of program progress.

54. Functions

The Army Program System provides for development of a balanced 5-year program in terms of forces, facilities, and materiel in accord with the war plans, the existing resources and the anticipated fiscal authorizations; for formulation and execution by major subordinate commands and agencies of annual programs in accord with the 5-year program; and for continuing review and analysis of performance at all levels. Accordingly, the major functions of the Army Program System are—

a. To formulate and record the major objectives of the Army over the 5-year period;

- b. To furnish adequate and timely guidance to the Army Staff and major subordinate commands and agencies which will enable each to prepare his annual program and execution schedules;
- c. To establish a sound basis for the formulation, justification, and execution of the Army budget in support of the approved program;
- d. To permit continuing evaluation of performance measured against the utilization of available resources.

Section II. MAJOR STEPS IN PROGRAMMING

55. Time and Sequence

The sequence of events in the Army Program/Budget Cycle is shown in figure 8 and is summarized in paragraphs 56 through 58.

56. Program Development

a. Upon approval of the Army Strategic Objectives Plan and the receipt of Department of Defense guidance or Army developed assumptions in lieu thereof, the Department of the Army Staff prepares a Control Program Objectives and Summary Budget document which is essentially an "order of magnitude" plan for the target fiscal year. After approval by the Chief of Staff and Secretary of the Army, the Control Program Objectives and Summary Budget document becomes the basis for more detailed program and budget development.

b. The Chief of Staff issues an annual Control Program Directive.

c. Upon receipt of the Control Program Directive—

- (1) The Deputy Chief of Staff for Personnel prepares and issues the Troop Program. The Troop Program, less annexes, is furnished to major subordinate commands and agencies to facilitate the preparation of command troop bases.
- (2) Other Department of the Army Staff agencies having primary responsibility prepare and issue the Materiel, Installations, Research and Development, and Reserve Components Control Programs.
- (3) Control Program Annexes are prepared and issued as pertinent source data becomes available.

d. Upon the direction of the Chief of Staff, and using the objectives contained in the Control Programs, Department of the Army Staff agencies prepare the Preliminary Program and Budget Guidance.

e. Each overseas command and the Continental Army Command submits a Commander's Statement and Budget Summary to the Department of the Army in response to the Preliminary Program and Budget Guidance.

f. Department of the Army Staff agencies formulate initial budget estimates using Control Programs, Commanders' Statements and Budget Summaries, and other available data. Upon approval by the

Chief of Staff and the Secretary of the Army, the Army budget is submitted to the office of the Secretary of Defense and the Bureau of the Budget for review and incorporation in the President's Budget.

g. After announcement of the President's Budget to the Congress, the Department of the Army prepares a Program and Budget Guidance document for each command and agency reporting direct to and funded by the Department. Those addressed to each oversea command and the Continental Army Command are called Revised Program and Budget Guidance.

h. Upon receipt of the Program and Budget Guidance, each command and agency reporting direct to the Department of the Army prepares Operating Programs for the forthcoming fiscal year. These Operating Programs are submitted to the Department of the Army and at the same time are used as a basis for Operating Programs at subordinate levels.

i. Based on Operating Programs, appropriation legislation and current program status, the Department of the Army submits its annual apportionment request to the Office of the Secretary of Defense and Bureau of the Budget.

j. Upon receipt of the annual apportionment, the Department of the Army issues the Final Program and Budget Guidance.

k. Each command and agency reporting direct to the Department of the Army uses the Final Program and Budget Guidance to adjust its Operating Program. Subordinate echelons revise their Operating Programs accordingly.

57. Program Execution

a. Army-wide objectives contained in Control Programs and defined in the Program and Budget Guidance are carried out by commands and agencies. Through the execution of Operating Programs each command, agency, and installation conducts specific courses of action for the accomplishment of missions and objectives.

b. Significant changes and adjustments to planned accomplishment are made during the year of execution in order to provide for—

- (1) Changes in guidance received from higher authority.
- (2) Changes required to adjust objectives or execution schedules to reflect resource availability.
- (3) Revisions to adjust for program progress at a rate different from that originally contemplated.
- (4) Variations in costs of materials, labor services and other cost elements.
- (5) Changes in methods of operations.

58. Program Review and Analysis

Continuous review and analysis of progress in the execution of approved programs is a function of each level of command. It is concerned with the quantitative and qualitative evaluation of programmed objectives, of the progress towards meeting those objectives, and of the effective, consistent, and balanced use of programmed resources. The basic principles of program review and analysis are defined in paragraphs 88 through 90.

CHAPTER 7

CONTROL PROGRAMS

Section I. GENERAL

59. Scope

a. Headquarters, Department of the Army develops five Control Programs. These are the Troop, Installations, Materiel, Reserve Components, and Research and Development Programs. They cover a period of five fiscal years, coinciding with the time span of the mid range planning period. The target fiscal year is the third or middle year of this 5-year period. Each Control Program outlines, for the specified 5-year period, an approved course of action in consonance with joint and Army strategic plans. Together, the Control Programs comprise the Army Program which enables each annual budget to be planned as a segment of an orderly long range plan to improve the Army's capability to mobilize, deploy, and support combat forces.

b. Control Programs reflect the guidance derived from the following principal sources:

- (1) National policy set forth in legislative and executive pronouncements.
- (2) Policy guidance from the Secretary of Defense and Secretary of the Army.
- (3) The current Army Strategic Objectives Plan, mobilization requirements in support thereof, and plans for limited combat.
- (4) The current Army Requirements Development Plan.
- (5) Projects of special interest designated by the Chief of Staff.
- (6) Evaluation of performance in current and prior fiscal years.

c. Control Programs are developed and issued annually. They furnish coordinated direction to all elements of the Army Staff.

60. Responsibilities

a. Responsibilities for Control Programs are assigned as follows:

<i>Control program</i>	<i>Primary Department of the Army Staff responsibility</i>
Troop.....	Deputy Chief of Staff for Personnel
Installations.....	Deputy Chief of Staff for Logistics
Materiel.....	Deputy Chief of Staff for Logistics
Reserve Components*.....	Assistant Chief of Staff for Reserve Components
Research and Development.....	Chief of Research and Development

* The Chief, National Guard Bureau and the Chief, Army Reserve and ROTC Affairs have staff responsibility for their respective segments of the Reserve Components Control Program under coordination of the Assistant Chief of Staff for Reserve Components.

b. Responsibilities for a Department of the Army Control Program include—

- (1) Development and annual revision of time-phased quantitative and qualitative objectives for the Control Program in consonance with approved Army plans and guidance.
- (2) Review of performance in relation to the objectives of the Control Programs.
- (3) Periodic reporting on the status and projection of accomplishment of Control Program objectives.
- (4) Appropriate action to insure accomplishment of Control Program objectives.

Section II. CONTROL PROGRAM CONTENT

61. Troop Program

The Troop Program—

- a. Establishes objectives and guidance for the strength and structure of the Active Army.
- b. Specifies activations, inactivations, reorganizations, troop bases covering military and civilian personnel, deployments, and broad readiness goals to meet the requirements of the Army Strategic Objectives Plan and plans for limited combat.
- c. Provides guidance for the procurement, distribution, training, movement, management, and pay and welfare of Army personnel.

62. Materiel Program

The Materiel Program—

- a. Establishes objectives and guidance for the procurement and production, storage, maintenance, utilization, modernization and disposal of Army supplies and equipment (personal property) in support of peacetime and mobilization requirements.
- b. Establishes quantitative requirements for materiel in support of Army plans as well as phased objectives and guidance for the acquisition and delivery of end items to fill estimated deficiencies.
- c. Establishes criteria and objectives governing the attainment and maintenance of an optimum balance between end item stocks and the production capability of the industrial base.
- d. Sets forth specific guidance for the modernization of Army materiel in terms of time-phasing of new items entering and obsolete items to be withdrawn from the Army supply system.
- e. Sets forth standards and criteria for repair parts supply and the maintenance and rebuild of Army materiel to insure maximum economy in materiel management and conformity with materiel modernization objectives.

63. Installations Program

The Installations Program—

- a. Establishes objectives and guidance for the construction, acquisition, maintenance, utilization, and disposal of Army real property.
- b. Establishes facilities requirements to satisfy the Active Army and mobilization reserve needs; indicates permanent installations.
- c. Provides guidance for utilization of installations.
- d. Specifies activations, inactivations, and relocations.
- e. Furnishes specific objectives for the acquisition of real estate and construction of facilities.
- f. Establishes standards and priorities for the maintenance, replacement, and disposal of Army real property.

64. Reserve Components Program

The Reserve Components Program—

- a. Establishes major force, installation, and materiel objectives for the National Guard, the Army Reserve, and the Reserve Officer Training Corps in peacetime.
- b. Furnishes, for these forces, objectives similar to those established for the Active Army in the Troop, Installations, and Materiel Programs, except that where support is furnished to these forces from appropriations for the Active Army without separate identification in the budget, such support is programmed annually in the applicable Army appropriation.

65. Research and Development Program

The Research and Development Program—

- a. Furnishes guidance for research, development, and testing directed toward the attainment of superiority in manpower effectiveness, materiel, and techniques, which will assure the accomplishment of the Army's mission.
- b. Establishes objectives and priorities governing the level of effort to be devoted to major research and development projects within existing and anticipated resource limitations.
- c. Indicates the estimated phasing of major research and development projects in the light of past experience, the state of the art, and the anticipated level of effort.
- d. Furnishes specific guidance as to the availability for production of major materiel items.

Section III. CONTROL PROGRAM ELEMENTS

66. Program Planning

- a. In December, the Chief of Staff issues annual instructions to the Department of the Army Staff for the preparation of the Control Pro-

gram Objectives and Summary Budget. The Control Program Objectives and Summary Budget, contains major objectives and guidance for the development of each Control Program and order of magnitude budget estimates for each major Army appropriation. Budget estimates are stated by appropriation title except for the Operation and Maintenance Appropriation which extends to the budget program title.

b. Following decision on the Control Program Objectives and Summary Budget, the Chief of Staff issues an annual Control Program Directive. This directive is issued in January, 18 months prior to the target fiscal year. The Control Program Directive incorporates approved objectives, dollar targets, special assumptions, and supplemental guidance for the development of the Control Programs.

67. Program Development

Upon receipt of the Control Program Directive responsible Army Staff agencies develop and coordinate the Control Programs. Annexes to the Control Programs are developed where necessary to supplement Control Program objectives. The Department of the Army Program Advisory Committee then reviews Control Programs and submits recommendations thereon to the Office, Chief of Staff for approval. Control Programs and their annexes are published on a phased basis beginning with the Troop Program. The Troop Program, less annexes, is issued to major subordinate commands and agencies in February of each year to facilitate the preparation of command troop bases. Upon receipt and approval of command troop bases, these troop bases are published as an annex to the Troop Program. All Control Program basic documents are published prior to 15 May of each year. Annexes are published by 30 June. Each publication of a Control Program document supersedes the document of the preceding year.

68. Program Changes

a. Significant changes are made in Control Programs in the period between annual revisions to reflect—

- (1) Changes in guidance to the Department of the Army.
- (2) Changes in plans or guidance directed by the Secretary of the Army or the Chief of Staff.
- (3) Changes required to accord with action on the Army's appropriation request.
- (4) Changes of emphasis, scope, or time-phasing of operations within the elements of a Control Program.
- (5) Revisions in quantitative objectives of Control Programs to adjust for variations in program accomplishment.

b. After the Control Programs are published, significant revisions therein are made through numbered changes. Responsible Department of the Army Staff agencies coordinate such changes with other affected staff agencies and submit them to the Chief of Staff for approval.

69. Program Review and Analysis

Review of progress towards meeting Control Programs objectives is made using the Army's reporting systems and other reporting media. Evaluation is made by measurement of performance against major objectives stated in the Control Programs.

CHAPTER 8

PROGRAM AND BUDGET GUIDANCE

Section I. GENERAL

70. Scope

a. Headquarters, Department of the Army prepares a separate Program and Budget Guidance document for each command or agency reporting direct to and funded by the Department, i. e., each overseas command, the Continental Army Command, the Deputy Chief of Staff for Logistics, and each of the several Department of the Army operating agencies. Each document covers the nontactical operations of the individual addressee for the specified fiscal year. Program and Budget Guidance documents are prepared in the time sequence shown in figure 8.

b. Program and Budget Guidance is prepared in three issues:

- (1) *Preliminary Program and Budget Guidance.* This initial guidance, issued 14 months in advance of the target fiscal year, is developed from the objectives of the Control Programs and an evaluation of current Operating Programs. Preliminary Program and Budget Guidance provides direction for the development of a Commander's Statement and Budget Summary by each overseas command and the U. S. Continental Army Command.
- (2) *Program and Budget Guidance.* Published in February, 5 months prior to the beginning of the target year, this issue is based on Control Programs and Annexes and on the President's Budget. It is used by each command and agency reporting direct to the Department of the Army as a basis for preparation of their Operating Programs. Copies issued in February to each overseas command and the U. S. Continental Army Command are called Revised Program and Budget Guidance.
- (3) *Final Program and Budget Guidance.* This issue of Program and Budget Guidance reflects the apportionment of funds to the Army and the adjustment of Operating Programs furnished by commands and agencies in response to previous Program and Budget Guidance. As published at the beginning of the target fiscal year, Final Program and Budget Guidance is utilized by commands and agencies for the revision of Operating Programs.

TYPICAL PLANNING-PROGRAMMING-BUDGETING CYCLE MID-RANGE

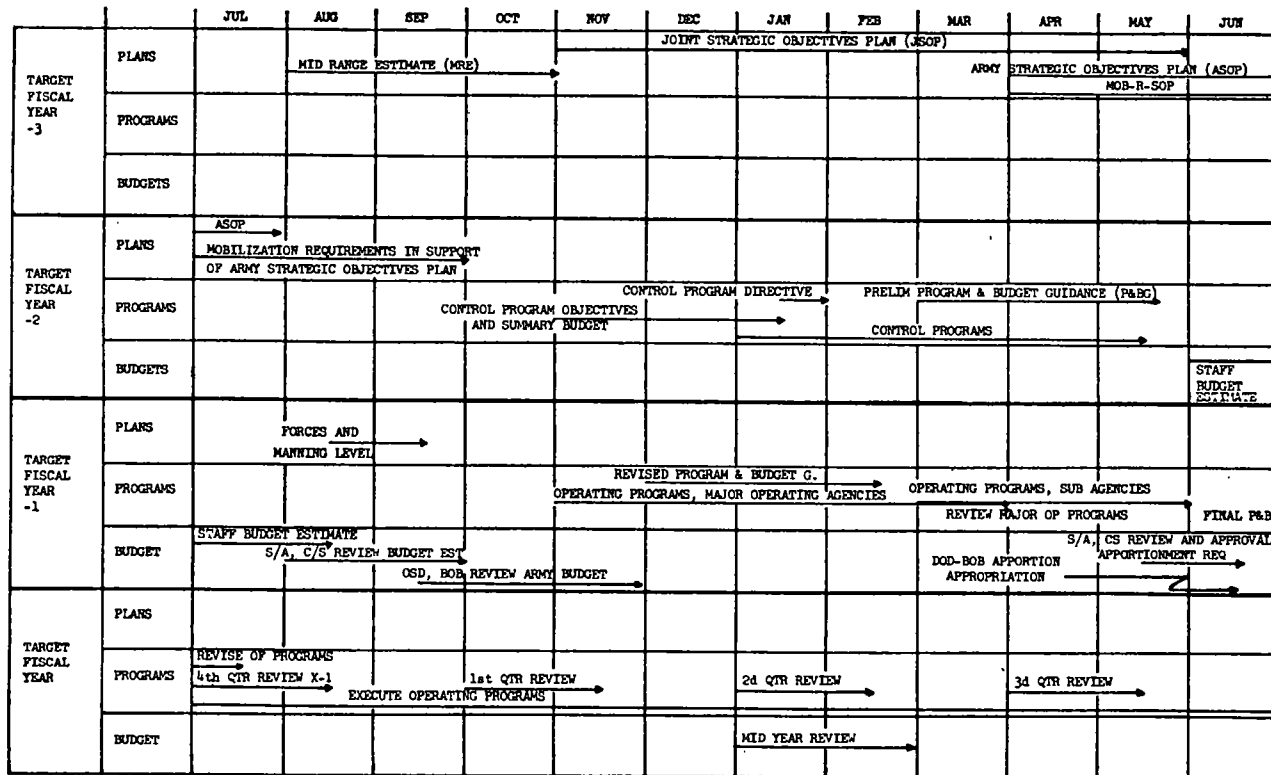


Figure 8. Typical Planning-Programming-Budgeting Cycle Mid-Range.

71. Responsibilities

a. Headquarters, Department of the Army. Responsibilities for Program and Budget Guidance are assigned to the Army Staff agencies shown in figures 9 and 10 and include—

- (1) Transfer of the annual increment of objectives from the Control Programs to the Program and Budget Guidance for the appropriate command or agency.
- (2) Development or coordination of additional guidance required to complete the assigned portions of each Program and Budget Guidance.
- (3) Performance review of the accomplishment of programmed objectives and the utilization of supporting resources.

b. Oversea commands and the Continental Army Command are responsible for—

- (1) Preparing and submitting to the Department of the Army the Commander's Statement and Budget Summary in accordance with instructions in section V of the Preliminary Program and Budget Guidance.
- (2) Preparing an Operating Program in consonance with the instructions, general format, and content of the Revised Program and Budget Guidance received from the Department of the Army.
- (3) Submitting reports called for in section V of the Program and Budget Guidance.
- (4) Revising Operating Programs in consonance with guidance provided in the Final Program and Budget Guidance.

c. The Deputy Chief of Staff for Logistics and separate agencies reporting direct to the Department of the Army are responsible for—

- (1) Preparing an Operating Program in consonance with the instructions, general format, and content of the Program and Budget Guidance received from the Department of the Army. (The Chief of Research and Development is responsible for preparing the Research and Development portion of the Deputy Chief of Staff for Logistics Operating Program.)
- (2) Submitting reports called for in section V of the Program and Budget Guidance.

Section II. PREPARATION OF PROGRAM AND BUDGET GUIDANCE

72. Content

Program and Budget Guidance contains five sections. While detailed content varies for each addressee the general type of guidance is as follows:

a. *Section I, Missions.* This section provides a statement of the

major peacetime missions of each addressee applicable to the target fiscal year and furnishes a basis for the specific objectives and resource estimates contained in sections III and IV. The Missions section will recognize but not necessarily include the detailed responsibilities assigned commands and agencies in other publications.

b. Section II, Control Guidance. This section covers significant Control Program guidance not specifically covered in sections III and IV. For the troop basis and installations portions it includes—

- (1) Strength and location of units.
- (2) Units to be activated, inactivated or redeployed.
- (3) Estimated military personnel to be authorized.
- (4) Estimated bulk United States civilian personnel to be authorized.
- (5) Installations to be activated, inactivated, changed in status, and maintained.

c. Section III, Guidance by Budget Classification. Guidance in this section is expressed in terms of policy changes, specific quantitative or qualitative objectives, priorities, and standards together with estimated dollar resources to be made available, by source, for these purposes. It is organized in the format of the Army Budget Structure. Dollar guidance normally is stated by appropriation title except for the Operation and Maintenance Appropriation which extends to budget program level. In special cases legal restrictions or administrative determinations make further classification necessary. Program objectives within each budget program area are sufficiently definitive to describe workloads generated by the objectives.

d. Section IV, Support Services Guidance. Information with respect to those headquarters and support type functions not separately identified in the budget structure is furnished in this section. Quantitative or qualitative objectives, standards, and limitations are stated which are supportable by the resources covered in sections II and III.

e. Section V, Administrative Instructions. This section furnishes administrative and technical instructions relative to program and budget submissions to the Department of the Army.

73. Development

The major steps in the development of the Program and Budget Guidance are—

a. The Chief of Staff issues instructions in March, December, and June respectively covering the preparation of the three issues of the Program and Budget Guidance.

b. Department of the Army Staff agencies, in accordance with the assignment of responsibilities shown in figures 9 and 10.

- (1) Develop sections I, II, and V of Program and Budget Guidance applicable to each command or agency concerned.

DEPARTMENT OF THE ARMY

PROGRAM AND BUDGET GUIDANCE

<i>Program and budget guidance element</i>	<i>Primary responsibility</i>
Section I. Missions.....	Deputy Chief of Staff for Military Operations.
Section II. Control Guidance:	
Troop Basis.....	Deputy Chief of Staff for Personnel.
Installations.....	Deputy Chief of Staff for Logistics.
Section III. Guidance by Budget Classification	Assigned as shown in figure 10.
Section IV. Support Services Guidance:	
Local Headquarters Command Administration.	Deputy Chief of Staff for Personnel.
Local Welfare Services.....	Deputy Chief of Staff for Personnel.
Local Maintenance and Management of Facilities.	Deputy Chief of Staff for Logistics.
Field Maintenance.....	Deputy Chief of Staff for Logistics.
Local Logistic Services.....	Deputy Chief of Staff for Logistics.
Section V. Administrative Instructions.....	Comptroller of the Army.

Figure 9. Department of the Army Program and Budget Guidance.

- (2) Develop sections III and IV of Program and Budget Guidance showing total Army objectives, policies, and estimated funds applicable to each of the subdivisions of section III; and total objectives, standards, and estimated funds applicable to each of the subdivisions of section IV.
- (3) Divide the totals from (2) above into portions, within each subdivision of sections III and IV, applicable to each command or agency concerned.

c. The Department of the Army Program Advisory Committee reviews the tabulations described in *b* above to insure continuity and balance throughout, and recommends adjustments or approval to the Chief of Staff.

d. Following approval, Program and Budget Guidance is issued to commands and agencies concerned.

74. Changes

The Department of the Army issues change orders to reflect significant changes in published Program and Budget Guidance.

**RESPONSIBILITIES OF THE
DEPARTMENT OF THE ARMY STAFF
FOR SECTION III
PROGRAM AND BUDGET GUIDANCE**

<i>Program and budget structure</i>	<i>Responsibilities</i>
MILITARY PERSONNEL, ARMY*	DCSPER
Pay and Allowances of Military Personnel.....	DCSPER
Individual Clothing of EM.....	DCSLOG
Subsistence.....	DCSLOG
Movements, PCS.....	DCSPER
Other Military Personnel Costs.....	DCSPER
OPERATIONS AND MAINTENANCE, ARMY	COA (Associates as indicated below).
Tactical Forces	DCSOPS
Operation of Tactical Forces.....	DCSOPS
Operation and Maintenance of Tactical Forces Facilities.....	DCSLOG
Training Activities.....	DCSOPS
Central Supply Activities.....	DCSLOG
Major Overhaul and Maintenance of Materiel.....	DCSLOG
Medical Activities.....	DCSLOG
Army-Wide Activities	DCSPER
Departmental Headquarters.....	DCSPER**
Technical Services Headquarters.....	DCSPER**
Major Field Commands.....	DCSPER
Army-Wide Specialized Services.....	DCSPER
Army-Wide Communication Services.....	DCSLOG
Army-Wide Finance Services.....	COA
Army-Wide Audit Services.....	COA
Evaluation Activities.....	ACSI
Military Surveys and Mapping.....	ACSI
Army Reserve and ROTC.....	CARROTC
Joint Projects.....	Assigned by Project.
PROCUREMENT AND PRODUCTION, ARMY	DCSLOG
RESEARCH AND DEVELOPMENT, ARMY	CRD
MILITARY CONSTRUCTION, ARMY	DCSLOG
ARMY NATIONAL GUARD	CNGB
RESERVE PERSONNEL, ARMY	CARROTC
MILITARY CONSTRUCTION, ARMY RESERVE FORCES.	DCSLOG
National Guard Construction.....	CNGB
USAR Construction.....	CARROTC
PROMOTION OF RIFLE PRACTICE	NBPRP
PREPARATION FOR SALES OR SALVAGE OF MILITARY PROPERTY.	DCSLOG

* Dollar Guidance will not be issued to commands where funds are administered by Open Allotment.
** Consolidated Guidance.

Figure 10. Responsibilities of the Department of the Army Staff for Section III, Program and Budget Guidance.

CHAPTER 9

OPERATING PROGRAMS

Section I. GENERAL

75. Scope

a. An Operating Program is a command, agency or installations plan of action for a specific fiscal year covering the nontactical (peacetime) activities for which it is responsible.

b. The basic purposes of an Operating Program are to—

- (1) Record in one place the activities to be conducted and the resources for their support as necessary to achieve the objectives assigned by higher authority and those internally generated.
- (2) Identify that portion of the plan of action to be accomplished by each subordinate element in terms of objectives, policies, priorities and resource availability.
- (3) Establish a basis against which accomplishments and resource utilization can be measured.

c. Each command, agency and installation in the Army Establishment prepares an annual Operating Program covering the peacetime operations for which it receives funds. These Operating Programs are prepared in sufficient detail to set forth what has to be done, who will do it, when it must be done, and the resources available therefor. In order to achieve this end, programming and budgeting are interrelated so that the two processes become a single coordinated effort—that of matching costs and resources with program objectives.

d. The timing and sequence of program and budget actions is shown in figure 8.

76. Responsibilities

a. Programming concerns the management of the activities of a command or agency and, therefore, is a command responsibility. Commanders direct the development, execution, and review and analysis of their respective Operating Programs.

b. Assignment of staff responsibilities for programming in a command, agency or installation headquarters is made in accordance with current organization and assignment of basic responsibilities as prescribed by the Commander concerned. The following is a typical

example of the assignment of staff responsibilities for programming in an Army command headquarters:

- (1) The Chief of Staff assists the Commander in the direction and coordination of the staff for the development, execution, and review and analysis of an Operating Program. The Comptroller of the command assists the Chief of Staff in coordination of the staff for integrated review and analysis of the Operating Program.
- (2) A Program-Budget Advisory Committee consisting of the Chief of Staff or his deputy as chairman; the Comptroller; and the heads of the general staff sections of the headquarters assists by—
 - (a) Analyzing program and budget guidance from higher authority together with the internal requirements of the command and advising on the development of the Operating Program.
 - (b) Reviewing Operating Program objectives, resource requirements, and probable resource availability in order to insure consistency and balance within and among major activities.
 - (c) Insuring proper coordination of the Operating Program; reviewing operating schedules and program and schedule changes to insure the maintenance of balance during program execution.
 - (d) Insuring coordination, and review of the Budget Execution Plan and supporting schedules.
 - (e) Coordinating and directing the preparation of the mission statements for the command, including those of subordinate elements of the command; coordinating mission changes and insuring that they are kept current.
 - (f) Performing such other advisory functions in regard to program development and execution as may be appropriate.
- (3) The heads of designated staff elements supervise those major activities for which they have primary staff responsibility. They have normal staff responsibility for the development, execution, and review and analysis of the major activities assigned.
- (4) Staff responsibility for development, execution, and review and analysis of activities within a major activity is further assigned in accordance with normal staff functions.

77. Operating Program Structure

a. Major activities shown in figure 11 are the principal subdivisions of the Army Management Structure and correspond to budgetary classifications of the Army Budget Structure. The detailed listing of included activities is set forth in AR 1-11.

b. The program structure of each command, agency or installation includes all activities which are to be conducted, adhering to the following principles:

- (1) Applicable activity titles are identical to those contained in AR 1-11.
- (2) Additional subdivisions of activities are consistent with and reconcilable to the basic classifications prescribed in AR 1-11.
- (3) Activities are grouped in accordance with the relationships established in AR 1-11.

Section II. PREPARATION OF OPERATING PROGRAMS

78. Program Planning

a. Program planning is initiated in the commands and agencies directly subordinate to the Department of the Army, approximately 14 months prior to the beginning of the target fiscal year. The overseas commands and the Continental Army Command receive their guidance in the Preliminary Program and Budget Guidance document. Other commands and agencies receive their preliminary guidance by direct coordination with the Army Staff in the program planning stage.

b. The steps in Operating Program planning vary with the command or agency concerned. The following are typical steps in program planning of a command directly subordinate to the Department of the Army:

- (1) Upon receipt of the Preliminary Program and Budget Guidance from the Department of the Army, the Commander initiates the planning process by requiring his staff to review and analyze the guidance received and to prepare recommendations for portions of the Commander's Statement and Budget Summary. The Commander's Statement and Budget Summary, as prescribed in AR 37-1, is developed in light of the strength, composition and location of troop units, the planned utilization of installations, the estimated resource authorizations and other Preliminary and Program and Budget Guidance information furnished by the Department of the Army. It represents the Commander's views as to the effect of the Preliminary Program and Budget Guidance received upon the operations of the command and is a forecast in general terms for a future year in comparison with the actual program of the current year.
- (2) After portions of the Commander's Statement and Budget Summary are formulated by the Staff, they are reviewed by the Program-Budget Advisory Committee and the final document is prepared for command approval. After approval by the

Commander, the Commander's Statement and Budget Summary is submitted to the Department of the Army.

79. Program Development

Operating Program development is the refining, extension and documentation of program planning. Development of an Operating Program is initiated after the Army's budget is presented to Congress by the President six months prior to the target fiscal year.

80. Basis for Program Development

Operating Programs are developed on the basis of—

- a. Program and budget guidance furnished by higher authority.
- b. Objectives and policies generated within the command, agency or installation to meet internal requirements.
- c. Requirements secured from other commands and agencies whose elements are supported by the developing command, agency or installation.
- d. Other guidance derived from directives, pertinent regulations, and manuals.
- e. Results of experience gained in the review and analysis of previous operations.

81. Extent of Program Development

Operating Programs are developed in sufficient detail and scope to insure complete and proper execution of objectives, to integrate programming with budgeting, to provide guidance to subordinate elements necessary for the identification of those objectives which they must accomplish including the resource support therefor, and to provide the basis for adequate review and analysis.

82. Main Steps in Program Development

a. The main steps required in the development of Operating Programs are—

- (1) Review of established missions and the analysis of the program and budget guidance furnished by higher authority in order to—
 - (a) Identify the objectives assigned by higher authority and determine those internally generated.
 - (b) Determine assumptions to be made.
 - (c) Determine changes in missions.
 - (d) Determine the principal program objectives and related resources in each major activity area.
- (2) Preparation and issuance of instructions requiring development of programs.
- (3) Determination of the specific, detailed objectives and policies for each program activity.

(4) Preparation of the Operating Program documents.

b. The following are typical steps in development of an Operating Program by a command directly subordinate to the Department of the Army:

- (1) After Presidential decision on the Army budget a Program and Budget Guidance (P&BG) document is furnished to the command approximately 5 months prior to the beginning of the target fiscal year. Based on the P&BG the Commander issues special instructions to his staff to prepare those portions of the Basic Document, schedules and Budget Execution plan for which they are responsible. These instructions include major program objectives, resource limitations, mission statements, priorities, and administrative instructions for the preparation of program documents.
- (2) Prior to approval by the Commander the Program-Budget Advisory Committee reviews the program documents and recommends necessary changes to insure balance within and among the several major activities and available resources. After review and approval by the Commander the Operating Program documents are published and distributed.
- (3) Subordinate commands, agencies and installations develop their Operating Programs based on the program and budget guidance contained in the Operating Program furnished by the higher echelon. The procedures for developing a subordinate command, agency or installation's Program are approximately the same as for a command directly subordinate to the Department of the Army.
- (4) The command directly subordinate to the Department of the Army submits its Operating Program, less operating Schedules, to the Department of the Army as prescribed in the Administrative Instructions of the P&BG furnished by the Department of the Army.
- (5) After receipt of apportionment action from higher authority, a Final Program and Budget Guidance is prepared by the Department of the Army and furnished to the command in the form of changes to the previous P&BG.
- (6) The command makes the necessary revisions to its Operating Program and furnishes the program changes to agencies affected.

83. Program Documents

Operating Programs normally consist of a Basic Document, Schedules and a Budget Execution Plan.

a. *Basic Document.* The Basic Document is generally similar in format to the Program and Budget Guidance described in paragraph 72.

The Basic Document identifies separately the guidance for each subordinate element and for the developing command or agency as a whole. The guidance in this document covers—

- (1) Changes in missions.
- (2) Activation, inactivation and redeployment of units; planned military and civilian authorizations; activation, inactivation and status changes of installations.
- (3) Estimated dollar resource authorization for each major activity or budget project as applicable; objectives, policies and priorities for each activity that is a responsibility of the developing agency and for which guidance is required.
- (4) Objectives, policies and priorities as applicable for the Operation and Maintenance of Facilities activities.
- (5) Guidance on submission of Operating Programs, progress reports and statements of analysis.

b. Schedules. Operating Program schedules are of two types, Directed Schedules and Operating Schedules.

- (1) Directed Schedules are prepared by a command, agency, or installation on the format prescribed by the next higher echelon. These schedules show the preparing command, agency, or installation's proposed time-phased accomplishment of specific annual objectives designated by the next higher echelon.
- (2) Operating Schedules are prepared by a command, agency, or installation to indicate the required time-phasing of accomplishments by subordinate elements. These schedules are used to maintain balance between related activities and to prescribe the time-phasing of objectives for more efficient operations.

c. Budget Execution Plan (BEP). A BEP is prepared by each command, agency and installation as prescribed in AR 37-1. The BEP is a detailed financial plan for the target fiscal year, setting forth the funds required for the implementation of the Operating Program.

d. Classification. Operating Program documents carry a security classification for each paragraph, chapter, and section as appropriate. When portions are extracted from program documents for the purpose of transmitting information to other headquarters, each such extract is classified according to its own content rather than to the overall classification of the document from which the extraction is made.

84. Program and Schedule Changes

Commands, agencies and installations establish appropriate change procedures to insure that Operating Programs and schedules reflect current guidance from higher authority and provide for balanced program accomplishments.

Section III. OPERATING PROGRAM EXECUTION

85. Basis for Program Execution

The execution of Operating Programs is based upon—

a. The objectives, policies, and priorities of the Operating Program adjusted to the latest program and budget guidance furnished by higher authority.

b. Schedules furnished by higher authority time-phasing specific objectives to be accomplished.

c. Schedules and other directives generated to satisfy internal requirements and to supplement the direction received from higher authority.

86. Main Steps for Program Execution

The main steps required in program execution are—

a. Review, correlation and adjustment of Operating Programs of subordinate elements.

b. Provision of guidance required by subordinate elements to carry out scheduled objectives in a uniform manner.

c. Distribution and use of the resources available to accomplish the assigned objectives.

d. Conduct of operations in accordance with schedules, guidance and resources provided by the steps outlined in *a*, *b*, and *c* above.

e. Revision of programs and schedules required by changes received from higher authority, by changes in plans of operation, by availability of resources and by deficiencies in execution disclosed as a result of review and analysis.

87. Program Execution and Timing of Scheduling

a. Program execution continues without interruption and, as in the case of the Operating Program basic document, schedules normally will be prepared on a fiscal year basis.

b. Directed Schedules are prepared and submitted by a command or agency as prescribed by the next higher echelon.

c. Operating Schedules are prepared in time to provide subordinate elements with a basis for internal schedules and workload forecasts to be used in the preparation of their Operating Programs.

Section IV. OPERATING PROGRAM REVIEW AND ANALYSIS

88. Basis for Review and Analysis

The basis for review and analysis of Operating Program execution is provided by the following:

a. Information on accomplishments, progress and conditions, derived from progress reports and identifiable with objectives and schedules of the applicable major activity.

b. Information from inspections, surveys, staff visits, and correspondence expressed as findings, conclusions, and recommendations which relate to stated missions, program objectives and scheduled accomplishments.

c. Information on financial status, BEP, cost, and work performance for the individual program activities expressed in terms which are relatable to the ceiling, levels, and such other standards as may be established.

89. Processing Review and Analysis Information

Effective review and analysis depends on the following:

a. The *recording* of essential, complete, and reliable data for a program activity by the responsible operating personnel at the time operations are performed. The kinds of data and the form in which they are to be recorded are determined on the basis of facts that need to be known in order to measure results and progress against program objectives and schedules.

b. The *reporting* of recorded data by program activity or subactivity in a uniform and consistent manner and at regular intervals or as the particular circumstances indicate so that data can be analyzed over a period of time.

c. The *interpretation* of reported data in relation to program objectives and schedules—their adequacy and validity, whether they have been met, the extent of deviation and the significance of the deviation. The factors or conditions are isolated which cause significant deviation and reflect upon the adequacy and validity of objectives and schedules and indicate corrective action. To permit necessary command decision and action to be taken, the interpretation of reported data reflects actual compared with planned accomplishment and projection of progress against future schedules for each activity and for the total Operating Program.

d. The *presentation* to the head of the command or agency of interpreted data in order that determination may be made that program goals are being met; that readjustment of emphasis or resources within the command or agency is appropriate; or that deficiencies exist which require action by a higher echelon. Presentations are based on statements of analysis covering—

- (1) Goals intended to be met, during the period covered by the analysis, as expressed in or derived from Operating Program documents, schedules, or other directives.
- (2) Actual performance, progress, accomplishments, in relation to goals, including the forecast and significance of trends as they affect the accomplishment of future scheduled objectives.
- (3) Critical problems or deviations in operations which need to be corrected to permit the agency to accomplish established goals.

- (4) Adequacy and validity of factors and standards which are used to establish the quantity, quality, rate and resource requirements of performance and accomplishment.
- (5) Significant improvements in administration and in operational procedures.
- (6) Need for revision of Operating Programs and schedules.
- (7) Corrective action initiated and contemplated, and recommendations for corrective action required to be taken by higher authority.

90. Program Review and Analysis Responsibility

The head of each command, agency and installation charged with responsibility for an Operating Program is responsible for the review and analysis of his program and prescribes review and analysis procedures consistent with the following principles:

a. Program objectives and schedules are progressively more detailed from the Headquarters, Department of the Army level to the lowest operating level to establish the action responsibility at each successive level. Review and analysis is accomplished in reverse, with successive summarization, based largely on reports, of the evaluation of the quantity and quality of performance and accomplishments against the mission, objectives, schedules and workloads which have been planned for each level and culminates with the composite review and analysis made for and presented to the Chief of Staff and the Secretary of the Army. Figure 13 is illustrative of this process.

b. Review and analysis is conducted for the major activities of an Operating Program individually and in relation one to another. The results of this review and analysis are presented to the head of the command, agency or installation not less frequently than quarterly.

c. Each command, agency and installation takes the necessary action, within its jurisdiction, to correct deviations disclosed by review and analysis and reports to higher authority the conditions requiring action outside the jurisdiction of the reporting agency.

d. Statements of analysis, progress report summaries as backup data for the statements of analysis, and presentations of program progress are furnished, as required by the next higher echelon.

e. Instructions on requirements for proper reporting and review and analysis—

- (1) Relate the reports and other data to be used for program analysis with the appropriate program objectives.
- (2) Prescribe the frequency and timing for the recording and reporting of appropriate data to establish an integrated sequence of review and analysis data and statements of analysis.
- (3) Provide for the appropriate use of statements of analysis as a medium for summarizing and presenting the results of review and analysis.

OPERATING PROGRAM
MAJOR ACTIVITY STRUCTURE

MAJOR ACTIVITY

TACTICAL FORCES

TRAINING ACTIVITIES

CENTRAL SUPPLY ACTIVITIES

MAJOR OVERHAUL & MAINTENANCE OF EQUIPMENT

MEDICAL ACTIVITIES

ARMY-WIDE ACTIVITIES

- Departmental Headquarters
- Headquarters Technical Services
- Major Field Commands
- Army-Wide Specialized Services
- Army-Wide Communication Services
- Army-Wide Finance Services
- Army-Wide Audit Services
- Evaluation Activities
- Military Surveys and Mapping

ARMY RESERVE AND ROTC

JOINT PROJECTS

PROCUREMENT AND PRODUCTION

RESEARCH AND DEVELOPMENT

MILITARY CONSTRUCTION

ARMY NATIONAL GUARD

RESERVE PERSONNEL, ARMY

MILITARY CONSTRUCTION, ARMY RES. FORCES

- National Guard Construction
- USAR Construction

PROMOTION OF RIFLE PRACTICE

PREPARATION FOR SALE OR SALVAGE OF MILITARY PROPERTY

*OPERATION AND MAINTENANCE OF FACILITIES**

* For purposes of programming Operation and Maintenance of Facilities is designated a major activity. It is applicable to and is funded as a part of each of the major activities that it supports.

Figure 11. Operating Program.

CHAPTER 10

MOBILIZATION PROGRAMMING

Section I. DEPARTMENT OF THE ARMY MOBILIZATION PROGRAMS

91. General

a. Department of the Army Mobilization Programs are the Mobilization Troop Program, the Mobilization Materiel Program, the Mobilization Installations Programs, the Mobilization Reserve Components Program, and the Mobilization Research and Development Program.

b. Each program covers the period of mobilization indicated in the applicable DA Mobilization Planning and Programming Directive (pars. 37-44). In addition, this directive indicates that portion of the period for which detailed guidance is prepared and that portion of the period for which guidance in outline form is prepared.

92. Purpose

To provide detailed objectives, policies, priorities, qualitative and quantitative goals required to permit all echelons of the Army to prepare for implementation of the mobilization envisaged in the current Army Strategic Capabilities Plan (pars. 34-36). Mobilization is effected under this guidance until necessary adjustments have been made. Implementation of selected mobilization programs in whole or in part may be effected by Headquarters, Department of the Army in order to meet the requirements of a limited mobilization.

93. Functions

a. Mobilization programs contain programming guidance necessary for an orderly transition of the Army from peacetime to mobilization. Mobilization programs modify the control programs to provide the post-M-day program changes in direction and tempo necessary for the maximum mobilization effort within available resources consistent with the requirements of Army Strategic Capabilities Plan. Changes from peacetime control programs are effected in the following areas:

- (1) Statement of purpose.
- (2) Time-phased quantitative and qualitative requirements programmed in the respective control program, as applicable.
- (3) Objectives, policies, and standards.
- (4) Support services guidance.

(5) Administrative instructions.

b. Mobilization programs supersede portions of and augment control programs in the event of mobilization.

c. Mobilization programs serve as a basis for development of the mobilization programs of commands and agencies reporting direct to the Headquarters, Department of the Army.

94. Format

a. To the extent practical, mobilization programs are developed with a structure and format generally parallel to those of the pertinent control program, so that the modifications to the latter required for mobilization may be readily identified to maintain continuity of operations.

b. Quantitative data subject to frequent revision are contained in appropriate annexes and appendixes to the related mobilization program. In addition, appropriate data related to warfare in the atomic age, such as aid to allies, civil defense, and attack on continental United States are included in annexes or appendixes, as appropriate, to the related mobilization program.

95. Timing

a. Headquarters, Department of Army mobilization programs are initiated, developed, and published in accordance with the schedule included in the Department of the Army Mobilization Planning and Programming Directive.

b. Revisions are reflected in change orders as required. When deemed appropriate, a revised annex or appendix may be published.

96. Responsibilities

a. Primary staff responsibility for preparation and revision of each mobilization program is assigned to the Headquarters, Department of the Army staff agency having this responsibility for the respective control program.

b. This responsibility includes continuous review to assure accuracy and applicability.

c. Primary staff responsibility is as follows:

Mobilization Troop Program.....	Deputy Chief of Staff for Personnel
Mobilization Materiel Program.....	Deputy Chief of Staff for Logistics
Mobilization Installations Program.....	Deputy Chief of Staff for Logistics
Mobilization Reserve Components Program*..	Assistant Chief of Staff for Reserve Components.

Mobilization Research and Development

Program..... Chief of Research and Development

* The Chief, National Guard Bureau, and the Chief, Army Reserve and ROTC Affairs, have staff responsibility for their respective segments of the Mobilization Reserve Components Program under coordination of the Assistant Chief of Staff for Reserve Components.

d. Staff agencies indicated in c above exercising primary staff responsibility for preparation of Department of the Army mobilization pro-

grams approve their respective mobilization programs and annexes after appropriate staff coordination subject to the following:

- (1) In the case of the Mobilization Reserve Components Program, the Chief, National Guard Bureau, and the Chief, Army Reserve and ROTC Affairs, approve their respective segments of the program after appropriate staff coordination.
- (2) Proposed mobilization programs and annexes will be submitted to the Chief of Staff whenever nonconcurrences between agency heads cannot be resolved.

97. Steps in Hq, DA Mobilization Program Development

a. General. Ultimate objectives for Army mobilization are initially promulgated in the Army Strategic Capabilities Plan (ASCP).

b. Department of Army Mobilization Planning and Programming Directive. The Army mobilization objectives, post-M-day requirements of ASCP, are restated as expanded guidance in the Department of Army Mobilization Planning and Programming Directive. This directive uses as a basis the ASCP, the peacetime control programs, and such other guidance as has become available since publication of either the ASCP or the control programs.

c. Approval of Mobilization Objectives. Approval by the Chief of Staff of the Department of Army Mobilization Planning and Programming Directive constitutes approval of the major objectives for the specified mobilization period.

d. Preparation of Department of Army Mobilization Programs. Based on guidance contained in the Department of Army Mobilization Planning and Programming Directive, each mobilization program is prepared in accordance with the staff responsibilities previously indicated.

e. Mobilization Program Changes.

- (1) In order to provide continuous guidance to the Army prior to M-day and subsequent to publication of mobilization programs, they will be revised when substantive changes occur. These changes may be required by major changes in operational plans, force levels, or may stem from major reprogramming within control programs.
- (2) Because of the inter-relationship among control programs and mobilization programs, revisions in one mobilization program usually affect other programs.
- (3) Annexes and appendixes to mobilization programs contain data subject to cyclic or frequent revision, whereas the basic programs themselves are relatively stable. Consequently, changes will be effected most frequently in annexes and appendixes rather than in the basic programs.

f. Checklists. Agencies responsible for development retain mobiliza-

tion plans and checklists for implementing actions required to achieve the objectives of the mobilization programs.

98. Reporting and Review and Analysis

a. Reporting. The mobilization programs include specific instructions for adjustments in the reporting system following M-day. These adjustments are the deletion, amendment or change in frequency of existing reports and/or the initiation of new recurring or 1-time reports. Reporting during mobilization must be oriented to provide the minimum of summary information needed for policy making under the concept of decentralization of command and operations. The draft report directive should be prepared prior to M-day and be processed for a reports control symbol and other necessary administrative approvals so that the required reporting can begin promptly after M-day.

b. Pre-M-Day Review. The pre-M-day review of the mobilization programs is to establish the initial status of balance among programs and of balance among activities within the programs. Feasibility tests and studies are used to accomplish this purpose.

c. Post-M-Day Review and Analysis. Review and analysis of mobilization program progress will be accomplished after M-day in accordance with the same procedures and responsibilities as prescribed for peacetime in AR 10-5, AR 11-1, and similar publications. Review and analysis is a continuing process under any condition, but presentation of the results of this process will be accelerated in consonance with the acceleration of program execution.

99. Mobilization Troop Program

The Mobilization Troop Program—

a. Establishes the objectives and guidance for expansion of the Army into a balanced force under conditions of general or selective mobilization to meet the requirements of the current Army Strategic Capabilities Plan.

b. Indicates principal mobilization goals to be attained with respect to strength, composition, deployment, and readiness of units.

c. Contains objectives, policies, and other guidance for procurement, distribution, management, control, welfare and morale, information and education, and movement of military and civilian personnel under mobilization conditions.

d. Enunciates general training policies and objectives applicable to training during mobilization.

e. Contains army-wide objectives and policies for the conduct of administrative and protective services during mobilization.

100. Mobilization Materiel Program

The Mobilization Materiel Program—

a. Establishes objectives and guidance for the procurement and pro-

duction, storage, distribution, maintenance, utilization, modernization, and disposal of Army supplies and equipment (personal property) in support of mobilization requirements.

b. Establishes quantitative requirements for materiel in support of the Army Strategic Capabilities Plan.

c. Establishes objectives and guidance for the acquisition and delivery of end items to fill estimated deficiencies after M-day.

d. Sets forth guidance for the expansion and acceleration of modernization of Army materiel in terms of time-phasing of new items entering and obsolete items to be withdrawn from the Army supply system.

e. Sets forth the standards and criteria to be used during the period of mobilization in the establishment of stock levels and basis for issue.

f. Establishes criteria and objectives governing the reactivation of the idle portion of the Army-owned production base and includes instructions for implementation of the Production Allocation Program, recapture of leased facilities, and establishment of additional facilities.

g. Establishes standards and criteria for maintenance, repair parts supply, and the expansion of maintenance facilities so as to bring maintenance capabilities into balance with the increased quantity and use of equipment in the hands of troops and in the supply system.

101. Mobilization Installations Program

The Mobilization Installations Program—

a. Provides housing, training, and other facilities necessary to support the current Mobilization Troop Program.

b. Establishes priorities for reactivation of inactive installations and for establishment of new installations.

c. Provides phased installation requirements for the purposes of expansion and new construction planning.

d. Provides specific guidance for mobilization utilization of installations.

e. Reviews allocation of civilian nonindustrial facilities to Department of the Army agencies in order to meet essential mobilization requirements.

f. Provides plans for installation support for mobilization of priority reserve units required to meet early oversea commitments.

g. Provides guidance for the acquisition of real estate and construction of facilities.

h. Provides guidance concerning emergency relocation of headquarters.

102. Mobilization Research and Development Program

The Mobilization Research and Development Program provides the guidance and policies for the transition from peacetime research and development operations to those required during the initial period of partial or general mobilization.

103. Mobilization Reserve Components Program

The Mobilization Reserve Components Program provides guidance, objectives, and policies for—

a. Organization, training, facilities, and equipment for the mobilization of units of the reserve components, except where their support is furnished by the active Army.

b. Preparation for recall and training of individual reservists as qualified fillers and/or replacements to meet the expansion of the active forces during early mobilization.

c. Production of junior officers through an ROTC program, as required for mobilization.

Section II. ARMY FIELD COMMANDS MOBILIZATION PROGRAMMING

104. General

Within the Army Field Commands, command mobilization objectives are derived from Department of the Army control programs as modified by their related mobilization program. These Department of the Army program objectives are amplified as necessary by other objectives determined from analysis of the mobilization missions of the command, agency, or installation concerned.

105. Responsibility

a. Each command, agency, and installation in the Army Field Commands which has mobilization responsibilities prepares a command mobilization program. Details in these mobilization programs vary with the level of command or agency and are developed to provide resources for that command's or agency's implementation of mobilization. The scope, content, and format of these supporting mobilization programs are determined by the commander concerned, within the following guidelines, in order to enable the commander to discharge his mobilization responsibilities in an orderly and efficient manner:

- (1) Mobilization planning guidance and programs prepared by commands and agencies immediately subordinate to Headquarters, Department of Army are in consonance with mobilization guidance published by Headquarters, Department of the Army.
- (2) Mobilization planning guidance and programs of the remaining commands, agencies, and installations are in consonance with guidance from their next higher headquarters.

b. Headquarters, Department of the Army major subordinate commands and agencies review the mobilization planning guidance and programs of the next lower echelon to assure accomplishment of the following actions:

- (1) Optimum utilization of resources.
- (2) Detailed integration of plans.
- (3) Verification of planning data.

c. Commands and agencies reporting directly to Headquarters, Department of the Army issue mobilization planning and programming directives as necessary to initiate and revise mobilization programs of lower echelons.

106. Execution

Commands, agencies, and installations responsible for the execution of mobilization programs develop and retain plans and checklists for implementing actions required to achieve the objectives of those mobilization programs.

APPENDIX I

DEFINITIONS AND REFERENCES

1. Definitions

- a. *Budget Execution Plan (BEP)*—A detailed financial plan for the fiscal year, setting forth the funds required for the implementation of the Operating Program.
- b. *Commander's Statement and Budget Summary*—A statement prepared by each oversea command and USCONARC evaluating the effect of the Preliminary Program and Budget Guidance upon the operations of the command, and summarizing plans for utilization of the resources proposed for allocation to the command.
- c. *Control Programs*—The basic Headquarters, Department of the Army Programs which establish the major objectives of the Department of the Army by setting forth the troops, materiel, installations, research and development, and Reserve Component status to be attained or maintained for a 5-year period.
- d. *Control Program Directive*—The official directive calling for the preparation and submission of program documents and setting forth or referring to other publications containing the principal objectives, policies, significant assumptions, changes in mission and administrative instructions governing the preparation of control program.
- e. *Mobilization Base*—The total of all resources available, or which can be made available, to meet foreseeable wartime needs.
- f. *Operating Programs*—The program prepared by each Army command, agency, and installation which lists the annual objectives to be attained by that command, agency or installation, relating the objectives to available resources (manpower, materiel and money).
- g. *Plan*—A scheme proposed to carry out a decision or project of a commander; includes consideration of the general situation, mission, tasks for subordinates, administrative, logistic, command and signal matters.
- h. *Program Advisory Committee (PAC)*—A committee within the Headquarters, Department of the Army of senior representatives from the offices of the Deputy Chiefs of Staff, the Assistant Chiefs of Staff, the Chief of Research and Development, the Comptroller, and the Office of the Chief of Staff. It is responsible to the Chief

of Staff for reviewing and making recommendations on all matters relating to the Army Program System.

- i. *Program and Budget Guidance*—A document issued by the Headquarters, Department of the Army to each command or agency reporting direct to and funded by Hq, DA, providing information and guidance pertaining to missions, objectives and resources (manpower, materiel, funds) for a specific fiscal year.
- j. *Troop Basis*—A list of military units and individuals required for the performance of a particular mission, by numbers, organization, deployment, and types of personnel.
- k. *Troop List*—A list of military forces by unit and types of individuals that are required for a given task. An approved troop list constitutes a troop basis.

2. References

FM 101-5	Staff Officers' Field Manual, Staff Organization and Procedure.
AR 1-11	Department of the Army Integrated Structure.
AR 10-7	Organization and Functions, United States Continental Army Command.
SR 320-5-1	Dictionary of U. S. Army Terms.
DA Pam 320-1	Dictionary of U. S. Military Terms for Joint Usage (JCS).
AR 15-11	Program Advisory Committee.
AR 15-35	Budget Advisory Committee.
AR 11-1 and AR 11-series	The Army Programs System. (SR-10-series until superseded by AR 11-series.)
FM 110-5	Joint Action Armed Forces.
FM 110-10	Joint Logistics and Policy Guidance. Basic Policies of the Department of the Army (Short Title DA-PB-50).
AR 37-1	The Budget System.
SR 37-10-1	Glossary of Terms used in Comptroller Activities.
SR 10-1-1	Functions of the Armed Forces and the Joint Chiefs of Staff.
AR 10-5	Department of the Army. United States Government Organization Manual.
AR 120-5	The Army Mobilization Planning and Programming System.

APPENDIX II

FORMAT FOR AN INTELLIGENCE ESTIMATE

CLASSIFICATION

Issuing Headquarters
Place and Date

Intelligence Estimate No. -----

Chart and Maps:

1. MISSION
2. CHARACTERISTICS OF THE AREA OF OPERATIONS
 - a. Strategic significance of areas
 - b. Weather and Climate
 - c. Terrain (to include avenues of approach, critical terrain features, and cover and concealment)
 - d. Hydrography
 - e. Preliminary Beach Study
 - f. Air Fields
 - g. Critical Cities in Area of Operations
 - h. Ports and Harbors
 - i. Transportation (railroads, highways and waterways)
 - j. Telecommunications
 - k. Political Factors
 - l. Economic Factors
 - m. Sociological Factors (to include health and sanitation, and manpower)
3. ENEMY SITUATION
 - a. Strength and composition (to include Army, Navy and Air)
 - b. Disposition of Forces
 - c. Significant Activities
 - d. Status of Supply
 - e. Reinforcements
4. ENEMY CAPABILITIES
 - a. General (to include nuclear, chemical, biological and radiological warfare)
 - b. Enemy Courses of Action
5. CONCLUSIONS
Relative probability of adoption of enemy capabilities

NOTE: For field type intelligence estimate see FM 101-5.

CLASSIFICATION

APPENDIX III

FORMAT FOR MID RANGE ESTIMATE (MRE) FOR FY "X"

Table of Contents
Distribution
Foreword
Abstract

- Chapter 1 Assumptions (as necessary)
- Chapter 2 Estimate of the Situation. Estimate of enemy capabilities and probable courses of action to include trends in organization, tactical and materiel development.
- Chapter 3 Strategic concept, basic undertakings, and essential Army Tasks short of general war and in the event of general war (details in Annex A).
- Chapter 4 Active Army requirements:
major combat units, strength, composition, deployment and readiness FY "X-2" (optional)¹, FY "X-1" (optional)¹, FY "X," FY "X+1," FY "X+2."
- Chapter 5 Limitations on Attainment of Requirements.
- Chapter 6 Active Army objectives:
major combat units, strength, composition, deployment and readiness FY "X-2" (optional)¹ FY "X-1" (optional)¹ FY "X," FY "X+1," FY "X+2."
- Chapter 7 Reserve component objectives:
major combat units, strength, readiness, manning levels, equipment levels for FY "X," FY "X+1," FY "X+2."
- Chapter 8 Materiel requirements and objectives for FY "X-2" (optional)¹ FY "X-2," FY "X-1," (optional)¹ FY "X," FY "X+1," FY "X+2."
- Chapter 9 Cost estimates and budgetary considerations for FY "X" by Army appropriations structure.
- Chapter 10 Risks: In assumptions
In requirements
In objectives
- Chapter 11 Conclusions and recommendations.

- Annex A Concept of operations in event of general war, including post D-day divisional mobilization and deployment objectives for an assumed D-day of 1 July FY²
- Annex B Actions to improve the effectiveness of Army forces (optional).
-

¹ To be used when "floating D-day" is replaced by a specific D-day associated with a period of greatest danger, or a major reorganization of forces or other reasons, and reprogramming in these years is required to attain the desired level of readiness.

² As prescribed by the Joint Program for Planning.

APPENDIX IV

FORMAT FOR THE ARMY STRATEGIC OBJECTIVES PLAN (ASOP)

Table of Contents

Distribution

Foreword

Abstract

Chapter 1 Assumptions.

Chapter 2 Strategic concept, estimate of enemy capabilities and probable course of action to include trends in organization, tactical and materiel development, missions, and basic military undertakings short of general war.

Chapter 3 Active Army; major combat units, composition; deployment and readiness for FY "X", FY "X + 1", and FY "X + 2".

Chapter 4 Reserve component forces:
Major combat units, strength, readiness in terms of manning levels and equipment levels for FY "X", FY "X + 1", FY "X + 2".

Chapter 5 Materiel requirements and objectives for FY "X", FY "X + 1", FY "X + 2".

Chapter 6 Cost estimates and budgetary considerations for FY "X" by Army appropriations structure.

Chapter 7 Risks.

Annex A Concept of operations in the event of general war, including post-D-day mobilization and deployment objectives for an assumed D-day of 1 July -----.

Annex B Planning Guidance for actions to be taken in the event of limited war.

Annex C Research and Development Guidance.

APPENDIX V

FORMAT FOR MOBILIZATION REQUIREMENTS IN SUPPORT OF ARMY STRATEGIC OBJECTIVES PLAN (Mob-R-ASOP)

DCSOPS Letter of Instructions, subject, "Identification of Coded Areas"
(Issued separately and classified TOP SECRET)

PART I—REFERENCES AND SPECIAL INSTRUCTIONS

SECTION I—ADDITIONAL ASSUMPTIONS

SECTION II—SPECIAL INSTRUCTIONS

SECTION III—IDENTIFICATION OF CODED AREAS

SECTION IV—SCHEDULE OF SPECIAL OPERATIONS

SECTION V—MODIFICATIONS TO STRATEGIC LOGISTIC
STUDIES

SECTION VI—TABLES OF ESTIMATED COMBAT INTEN-
SITIES

PART II—TROOP BASIS

SECTION I—MOBILIZATION AND DEPLOYMENT OF
MAJOR FORCES

ANNEX I—DIVISION FORCES

ANNEX II—DIVISION FORCE MOBILIZATION AND
DEPLOYMENT CHART

ANNEX III—CORPS FORCES

ANNEX IV—ANTIAIRCRAFT ARTILLERY BATTAL-
IONS

ANNEX V—U. S. SPECIAL FORCES OPERATIONAL
UNITS

ANNEX VI—U. S. SPECIAL FORCES UNITS

ANNEX VII—GUERRILLA UNITS

ANNEX VIII—M-DAY AREA TROOP LISTS

SECTION II—MAJOR FORCE STRUCTURE

ANNEX I—THEATER TYPE MOBILIZATION CORPS
FORCE (OBJECTIVE)

ANNEX II—AUGMENTATION FOR TTMCFD

SECTION III—PERSONNEL DATA

ANNEX I—ESTIMATED PERSONNEL INTAKE

ANNEX II—ESTIMATED AREA POPULATIONS AND
IDENTIFY OF PERSONNEL

ANNEX III—PHASED POPULATION BY CLIMATIC
ZONE

ANNEX IV—PHASED CONUS STRENGTHS BY ARMY
AREA

SECTION IV—REPLACEMENT TRAINING CENTER RE-
QUIREMENTS

ANNEX I—CONTINENTAL ARMY COMMAND RTCS

ANNEX II—TECHNICAL AND ADMINISTRATIVE
RTCS

ANNEX III—OVERSEA RTCS

SECTION V—SCHOOL PROGRAMS

PART III—INSTALLATIONS

SECTION I—TROOP HOUSING CAPACITIES AND UTILI-
ZATION OF MANEUVER AND TRAINING
AREAS

SECTION II—STAGING AREAS AND ARMY HOSPITALS

APPENDIX VI

FORMAT FOR ARMY MOBILIZATION CAPABILITIES STUDY (AMCS)

- STAFF STUDY:** Includes statement of the problems, assumptions, discussion, conclusions and recommendations.
- APPENDIXES:** As required. Will normally include one annex for each factor studied (personnel, materiel, etc.). Each annex may be divided into appendixes for each M-day studied.
- SUPPLEMENTS:** As required. It may be desirable to include consideration of such matters as aid to allies and enemy action in supplements, which may be complete or abbreviated studies.

APPENDIX VII

FORMAT FOR LIMITED WAR CAPABILITIES STUDY (LWCS)

CHAPTER I GENERAL

Problem: To evaluate the Army's capability to deploy for limited war operations.

Summary (Discussion)

Conclusions

Recommendations

CHAPTER II PERSONNEL CAPABILITIES

Strengths (TOE & Auth)

Shortages

Replacements

Recruiting

Selective Service

Personnel Actions

Priorities

POR

Gyroscope

Manpower Buildup

Rotation

Linguistic Resources

CHAPTER III ORGANIZATION AND TRAINING CAPABILITY

STRAC Force Structure

STRAC Deployment

Mobilization of Reserve Components

Deployment of Reserve Components

Priority Classifications

POM

Combat Readiness Levels

NATO Impact

Reorganization Program

Training Status

Training Buildup

Schools

Reconstitution of STRAF

Language Training

CHAPTER IV MATERIEL CAPABILITIES

Equipment Status

CHAPTER IV Supply Status
Ammunition Status
Funding
Housing
MAP

CHAPTER V TRANSPORTATION CAPABILITIES
Deployment Capability—Cargo Shipping
Deployment Capability—Troop Transport
Deployment Capability—Air Transport

CHAPTER VI STRATEGIC ARMY CORPS DEFICIENCIES

CHAPTER VII REQUIREMENTS

APPENDIX VIII

FORMAT FOR ARMY STRATEGIC CAPABILITIES PLAN (ASCP)

(This plan covers conditions of cold war and limited military conflicts as well as general war.)

BASIC PLAN (in five paragraph form)

1. GENERAL

- a. Assumptions
- b. Intelligence Estimate
- c. National Objectives
- d. Political Alinements
- e. Strategic Situation
- f. Military Objectives
- g. Courses of Action
- h. Military Strategic Concept and Tasks

**2. ARMY MISSIONS, PLAN OF ACTION AND PHASING
UNDER CONDITIONS OF—**

- a. Cold War and Military Conflict short of general war.
- b. General War.

3. OPERATIONS

Sets forth missions of major commands in the Continental United States and oversea commands for whom the Chief of Staff, U. S. Army is the Executive Agent for the JCS.

4. LOGISTICS AND PERSONNEL

Broad instructions concerning the logistic and personnel responsibilities of the various commands.

5. COMMAND AND COMMUNICATIONS

Statement of command relationships and plan of communications. Supporting annexes to include—intelligence, friendly forces, Army operations, psychological warfare, unconventional warfare, force deployments, training, logistics and personnel, civil affairs and military government, CBR, command and communications, and others.

SUPPLEMENT

SECTION I. PERSONNEL AND ADMINISTRATION

- Chapter I. General
- II. Adjutant General
- III. Military Police

SECTION II. OPERATIONS

- Chapter IV. Disaster Relief
- V. Civil Defense
- VI. Domestic Disturbances
- VII. Protection of Federal Property
- VIII. Outline of Joint Agreement

SECTION III. LOGISTICS

- Chapter IX. Index
- IX. General
- X. Ordnance Index
- X. Ordnance
- XI. Medical
- XII. Signal
- XIII. Quartermaster
- XIV. Transportation Index
- XIV. Transportation
- XV. Chemical
- XVI. Engineer

SECTION IV. MISCELLANEOUS

- Chapter XVII. Information and Education
- XVIII. Legislative Liaison
- XIX. Civil Affairs & Military Government
- XX. Inspector General
- XXI. Judge Advocate
- XXII. Military History

APPENDIX IX

FORMAT FOR DA MOBILIZATION PLANNING AND PROGRAMMING DIRECTIVE

PART ONE—General Mobilization Planning Guidance

SECTION I—Troop

SECTION II—Materiel

SECTION III—Installations

SECTION IV—Reserve Components

SECTION V—Research and Development

SECTION VI—Services

A. Administrative and Protective

B. Welfare and Morale

C. Logistical

D. Finance and Audit

SECTION VII—Intelligence

SECTION VIII—Joint Projects

SECTION IX—As Required

PART TWO—Mobilization Programming

SECTION I—Development of Mobilization Programs

SECTION II—Schedule of Submissions

SECTION III—Policies

SECTION IV—Assumptions

SECTION V—Additional Guidance

SECTION VI—As Required

**ANNEXES: A. Theater Type Mobilization Corps Force (Capabilities)
Guidance**

B. Schedule of Mobilization and Deployment (Divisional)

ARMY PROGRAM / BUDGET CYCLE

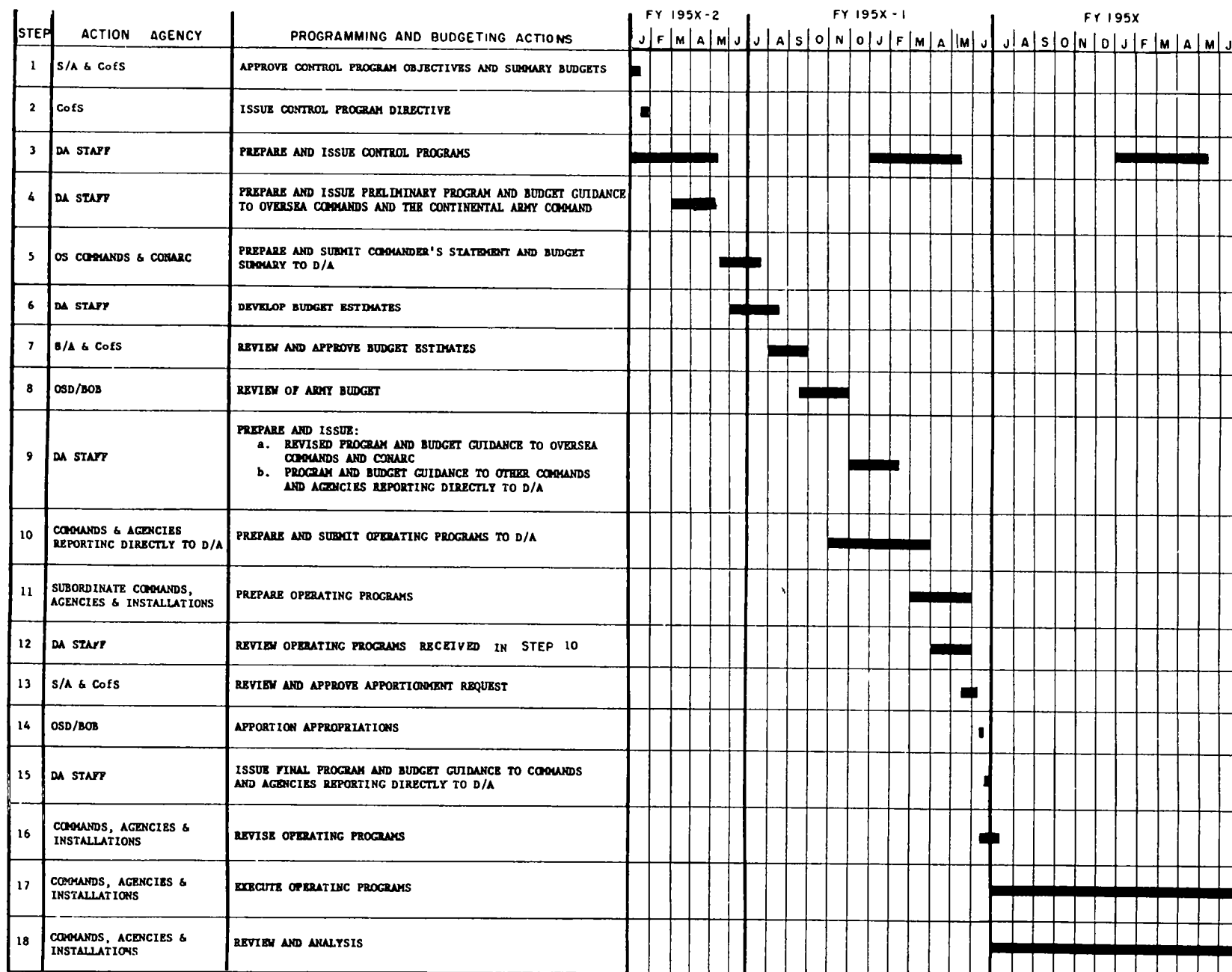


Figure 12. Army Program/Budget Cycle.

APPENDIX X

FORMAT FOR A CONCEPT OF OPERATIONS ANNEX

CLASSIFICATION

Issuing Headquarters
Place and Date

Annex.....(Concept of Operations) to.....

1. Concept of Operations for.....(insert here the major subordinate command, theater, JCS Command, task force, or ZI). Task Organization. List of major units assigned.

1. GENERAL SITUATION

- a. Enemy forces. See Intelligence Annex.
- b. Friendly Forces. See Friendly Forces Annex.
- c. Assumptions.

2. MISSION

Mission of force as a whole.

3. TASKS FOR SUBORDINATE UNITS

Missions assigned to major units.

4. ADMINISTRATIVE AND LOGISTICAL MATTERS

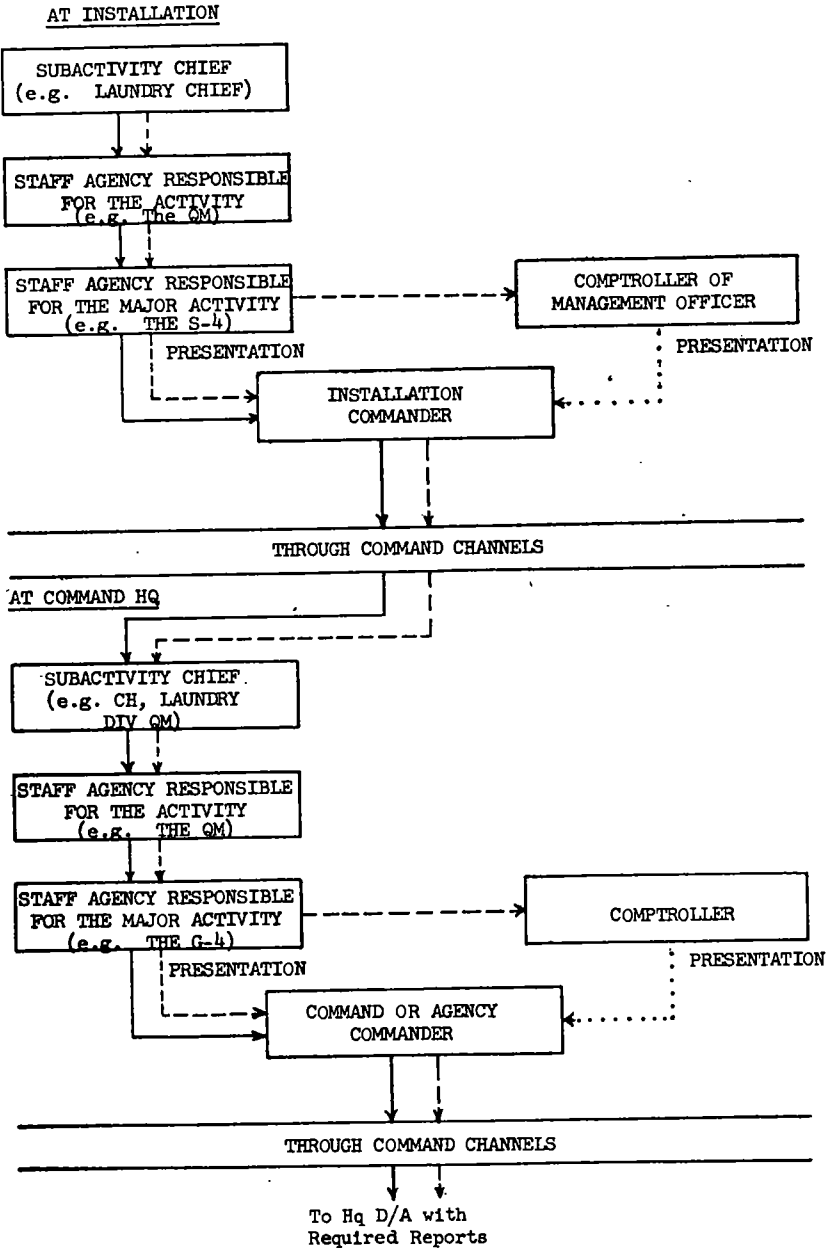
Major logistic matters and planning assumptions pertinent to only that particular area. See Logistics and Personnel Annex.

5. COMMAND AND SIGNAL COMMUNICATIONS

See Command and Communications Annexes.

CLASSIFICATION

FLOW CHART



NOTE: A statement of analysis is a basic tool for both major activity and over-all program review and analysis at the installation and command level

_____ REPORTS
 - - - - - MAJOR ACTIVITY ANALYSIS
 COMPOSITE PROGRAM ANALYSIS

Figure 13. Review and Analysis Flow Chart.

By Order of *Wilber M. Brucker*, Secretary of the Army:

MAXWELL D. TAYLOR,
General, United States Army,
Chief of Staff.

Official:

HERBERT M. JONES,
Major General, United States Army,
The Adjutant General.

Distribution:

Active Army:

ASA	USA Intel Bd
CofS	Army Maint Bd
DCSPER	Chaplain Bd
ACSI	CAMG Bd
DCSOPS	USA Arty Bd
DCSLOG	USA Armor Bd
ACSRC	USA Inf Bd
CAMG	USA Air Def Bd
CofA	USA Abn & Elct Bd
CUSARROTC	USA Avn Bd
CofF	USCONARC
CINFO	US ARADCOM
CNGB	OS Maj Comd
CLL	MDW
DRD	Armies
CMH	USMA
OCSpWar	CGSC
TIG	ARWC
TJAG	Br Svc Sch
TPMG	Comd Mgt Sch
TAG	PMST Sr Div Units
CofCh	PMST Jr Div Units
Technical Stf, DA	PMST Mil Sch Div Units
Technical Stf Bd	Mil Dist
TAG Bd, USA	Hq WAC

NG: State AG; units—none.

USAR: None.

For explanation of abbreviations used, see AR 320-50.

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